

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 24, 1982

SECRETARY'S MEMORANDUM 2300-1

CONTROL OF TRAVEL

1 BACKGROUND AND PURPOSE

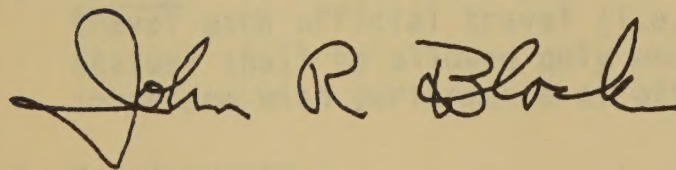
The President has stressed the need for better controls over certain types of travel. Of particular concern to the Department of Agriculture are the following issues:

- a Attendance at meetings and conferences.
- b Official travel combined with personal business and pleasure.
- c Conferences and meetings held at resort areas.
- d Funding of meetings and conferences through contracts and grants.

2 POLICY

The appendix prescribes policy and procedural changes in the areas listed above.

I urge all officials and employees of the Department to be especially sensitive to the need to minimize travel expenses and to ensure that all travel performed is absolutely essential. We must be certain that all USDA travel expenditures are, in fact and in appearance, in the public's best interest.



SECRETARY OF AGRICULTURE

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APPENDIX A

REQUIREMENTS FOR CONTROL OF CERTAIN TYPES OF TRAVEL

1 ATTENDANCE AT MEETINGS AND CONFERENCES

- a Policy. It is the policy of the Department that the number of employees attending a meeting or conference shall be kept to the minimum necessary to ensure that USDA or the Executive Branch will be appropriately represented.
- b Requirements.
 - (1) All travel to attend meetings, conferences, seminars, and similar events must be authorized in advance on an AD-202, Travel Authorization. The Travel Authorization must be issued at a sufficiently high level to ensure review by a policy-making official (generally at the level at which relocation travel is authorized, or above).
 - (2) The requirement for General Officer approval for five or more employees within an agency to travel to attend a meeting or conference remains in force.
 - (3) The Office of Operations will develop a Department-wide system through which all agencies will submit advance reports on the number of employees planning to attend meetings and conferences. The Office of the Secretary will use the reports generated by this system to monitor Department-wide attendance at such events.
 - (4) The Office of Finance and Management will develop a system to record the purpose of travel on travel vouchers. This information will provide for further monitoring of travel to meetings and conferences.

2 PERSONAL TRAVEL COMBINED WITH OFFICIAL TRAVEL

- a Policy. It is the policy of the Department that combining personal travel with official travel (i.e. taking leave while in travel status) shall be allowed only when the personal business will not interfere with performance of official duties.
- b Requirements.
 - (1) An AD-202, Travel Authorization, must be issued for all official trips during which an employee plans to take leave of 8 hours or more, or during which leave will be taken for any period adjacent to nonworkdays which will be spent at the temporary duty location. The AD-202 must document the official nature and purpose of the trip and must specifically authorize the employee to take leave. (The requirements for issuance of SF-71, Application for Leave, are not affected by this policy.) The AD-202 must be issued at the highest appropriate level within an agency.

March 24, 1982

- (2) If an employee takes annual leave as described above, or sick leave of 8 hours or longer while in travel status, without the issuance of an AD-202, the employee's travel voucher must be accompanied by a justification statement, signed by the official who would have issued the AD-202, explaining the circumstances under which leave was taken.
- (3) The Office of Administrative Systems shall develop procedures for identifying and auditing all travel vouchers that involve leave.

3 EVENTS HELD IN RESORT AREAS

a Policy. It is the policy of the Department that all conferences, meetings, and seminars shall be held at the most cost-effective location (considering such factors as meals, lodgings and transportation). A resort area may be used only if it satisfies this requirement. Agencies should be sensitive to the possibility of negative public reaction to holding an event at a resort.

b Requirements.

- (1) Agencies shall ensure that the guidelines issued in paragraph 1-7.3e of the Agriculture Travel Regulations are followed in selecting conference sites.
- (2) Meetings or conferences where a majority of the attendees will be Washington, D.C. based personnel must be held at a location within the Washington, D.C. metropolitan area.
- (3) All conferences, meetings, seminars, and similar events must be held at the most cost-effective location when such costs as meals, lodgings, and transportation are considered. (The Kansas City Computer Center has a software package that will assist in performing cost comparisons. Contact the Center on FTS 926-6681.)
- (4) Agencies must consider less costly alternatives to meetings and conferences. The General Services Administration, for example, can assist agencies in arranging conference calls originating in the Washington, D.C. area. (Contact GSA's Conference Control Center on 245-3333.)
- (5) The Office of Finance and Management will develop and publish an inventory of conference space in the Washington, D.C. area to assist agencies in planning conferences in this area.
- (6) Agencies should plan conferences well in advance in order to take advantage of the best available rates for travel and facilities.

March 24, 1982

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Appendix A

4 USE OF CONTRACTS AND GRANTS TO FUND MEETINGS AND CONFERENCES

- a Policy. It is the policy of the Department that use of contracts and grants to fund such events shall be kept to a minimum, and that all such contracts and grants shall be approved by the Agency Head or his designee. In all cases, agencies shall ensure that all expenditures properly classified as travel shall be charged to Object Class 21.
- b Requirements. Agencies shall develop internal procedures for evaluating and approving such contracts and grants.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

USDA ESCS NED
CHIEF AG HIST BRANCH
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August 5, 1981

SECRETARY'S MEMORANDUM 2400-2

Maintaining Public Confidence in Contract, Grant and Agreement Actions

1 BACKGROUND

Every citizen is entitled to have confidence in the integrity of the decision-making process of the Federal Government. Ensuring this confidence is the responsibility of all employees. However, even a properly made decision can damage citizen confidence when there are circumstances which give the appearance of impropriety. Such a set of circumstances, susceptible to misinterpretation, is the award of a contract, grant or cooperative agreement to an organization with which the responsible General Officer or Agency Head or Staff Office Head has been associated formerly. For this reason Departmental policy and procedures were established in 1979, which required most such transactions to be reviewed by the Office of Operations and Finance and the Department Ethics Counselor before commitments were made.

While such reviews are helpful in emphasizing the Department's commitment to integrity in such transactions, it is clear that in those cases where the past association between an official and an organization is very remote, the reviews result in paperwork and delays which are not reasonably necessary to ensure public confidence in the award process.

2 PURPOSE

This memorandum establishes revised departmental policy and procedures to guide agency conduct in awarding contracts, grants and cooperative agreements to organizations which previously employed key Department officials.

DISTRIBUTION:

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OPI: Accounting Systems and
Grants Management, O&F

August 5, 1981

3 POLICY

It is Department policy that each Agency and Staff Office ensure that all applicable laws and regulations are observed in the award of all contracts, grants and cooperative agreements to organizations with which General Officers or Agency or Staff Office Heads have been associated formerly. Agencies and Staff Offices shall not enter into contract, grant or cooperative agreement relationships with organizations with which the responsible General Officer or Agency or Staff Office Head has been associated within the past five years UNTIL they have complied with the special procedures for the independent review of the proposed action as set forth in this memorandum.

4 PROCEDURES

a Whenever any Department Agency or Staff Office plans to award a contract for \$10,000 or more, or to award a grant, other than a formula grant, or to enter into a cooperative agreement relationship with any organization with which a General Officer or Agency or Staff Office Head has been associated within the past five years, the Agency or Staff Office shall, BEFORE making any commitments, submit the proposed action for the following reviews:

- (1) First, to the Director, Office of Operations and Finance, for review to insure that the applicable provisions of the Federal procurement, grant or cooperative agreement regulations have not been violated; and
- (2) Second, to the Department Ethics Counselor, Office of the General Counsel, to insure compliance with the Department's Standards of Conduct.

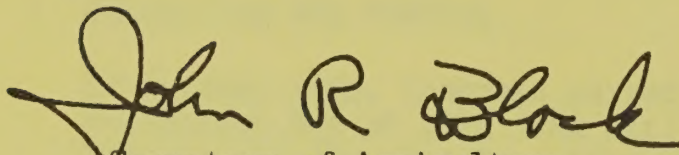
b Any proposed contract, grant or cooperative agreement shall fall within the purview of this memorandum if any General Officer or Agency or Staff Office Head has been, within the past five years, affiliated with the organization involved as an owner, partner, officer, director, employee, or consultant, and if he or she either:

- (1) Exercises line authority over the agency or staff office in question, or
- (2) Participates in the decision in any way such as through recommendation, consultation, approval or by being the deciding official.

- c Departmental personnel at all levels are encouraged to utilize the counseling and advising services established in the Department under 7 CFR 0.735-3 (43 FR 43433) for assistance in resolving any uncertainties they may have in the application of the policy and procedures established by this memorandum.

5 REVOCATION OF PRIOR MEMORANDUM

Secretary's Memorandum No. 1970, dated January 18, 1979, is hereby cancelled.

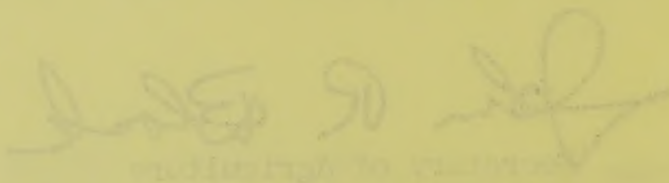

Secretary of Agriculture

August 3, 1961

Departmental personnel at all levels are encouraged to utilize the counseling and advisory services established in the Department under 5 C.F.R. 263.5 (42 FR 6743) for assistance in resolving any uncertainties that may arise in the application of the policy and procedures established by this memorandum.

5. REVOCATION OF PRIOR MEMORANDUM

Secretary's Memorandum No. 1010, dated January 10, 1959, is hereby cancelled.


John D. Edgar
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 2, 1989

SECRETARY'S MEMORANDUM 3450-1

Establishment of A Data Integrity Board

1 BACKGROUND AND PURPOSE

In October 1988, Congress passed the Computer Matching and Privacy Protection Act of 1988 (the Act) to establish certain safeguards for the sharing of information between agencies in conducting computer matching programs. Referred to as the "Computer Matching Act," the Act (P.L. 100-503) amends Title 5 of the U.S. Code, Section 552a (the Privacy Act) to ensure the integrity, privacy, and verification of data used in computerized exchange operations. The purpose of such data exchanges is to compare information in an effort to reduce fraud, waste, and abuse in Federal benefits programs.

Under the new law, each Department conducting or participating in a computer matching program is required to establish a Data Integrity Board to coordinate and to oversee agency activities in implementing the Act. The Act requires that the Board include the senior official delegated responsibility for implementation of the Privacy Act and the Department's Inspector General, if any. It further stipulates that the Inspector General shall not serve as Chair of the Board.

2 ASSIGNMENTS AND RESPONSIBILITIES

As passed by the Congress and signed into law, the Act requires that each Board, among other things--

- a Review, approve, and maintain all written agreements associated with matching programs;
- b Review all matching programs in which agencies participated during the year;
- c Assess the costs and benefits of such programs;
- d Review all recurring matching programs participated in during the year;

- e Compile an annual report describing complete matching activities of the USDA;
- f Serve as the clearinghouse for the review of all records used in matching programs for accuracy, completeness, and reliability;
- g Provide guidance and direction to agency components on matching program requirements;
- h Review agency recordkeeping and disposal policies and practices for matching programs;
- i Review, where necessary, and report on matching activities that do not constitute matching programs as defined by the Act.

3 ACTIONS ORDERED

In accordance with the Act and with Office of Management and Budget guidelines, there is hereby established in USDA a Data Integrity Board to monitor computer matching activities in the Department. The Board will meet as often as is necessary to carry out its assigned functions, and to ensure that the USDA is in compliance with the provisions of the Act. Staff assistance to the Board will be provided by the Office of Public Affairs and affected USDA agencies.

4 MEMBERSHIP OF THE BOARD

The Board will be comprised of the following members:

- a The Director of Public Affairs, who has been delegated responsibility for oversight of the Privacy Act;
- b The Inspector General, who along with the Director of Public Affairs is required to serve on the Board;
- c The Assistant Secretary for Administration.

The Director of Public Affairs will serve as Chair of the Board. Further, in accordance with OMB guidelines for implementing the Act, the Director of Information will serve as the Board's Secretary.

5 EFFECTIVE DATE

This memorandum takes effect immediately.


SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 9, 1983

SECRETARY'S MEMORANDUM 4000 -1

Employment, Career Advancement, and Employee Recognition

1 BACKGROUND AND PURPOSE

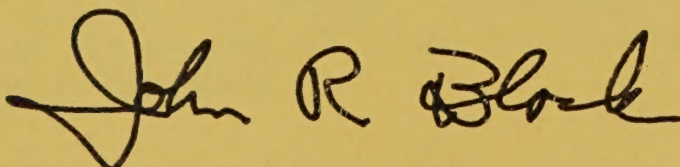
The Department, as you know, reaches into the lives of all Americans through its many and diverse programs, and we want to be sure that all groups are fully represented in our workforce and are recognized for their achievements.

2 POLICY

I am asking you to fully support opportunities for employment and career advancement through special outreach recruitment programs and hiring practices to increase the Department's population of minorities, women, disabled veterans, and the handicapped in all categories of employment, including the Senior Executive Service. There are a number of special hiring programs which may be used to facilitate their movement into the workforce.

It is also essential that employees be recognized for their contributions. Awards are an important incentive which should be used where appropriate to acknowledge those whose efforts result in increased efficiency and effectiveness and high quality work.

When recommending employees for awards, supervisors should ensure that all employees receive full consideration and that equal opportunity exists for all employees whose performance warrants recognition. The Assistant Secretary for Administration and the Director of Personnel are responsible for the integrity of the Department's personnel management programs. Inequitable practices should be brought to their attention.



SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

EMS NED
CHIEF AG HIST BRANCH
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September 29, 1981

SECRETARY'S MEMORANDUM 4010-1

Executive Resources Boards

1 BACKGROUND

The Civil Service Reform Act (CSRA) of 1978 requires that Executive Resources Boards (ERB's) conduct the merit staffing process for career appointment to the Senior Executive Service (SES). The Act also gives me the responsibility for SES position planning, staffing and utilization, executive development, performance appraisals, performance awards, pay administration, and nominations for awarding of executive rank.

Secretary's Memorandum No. 1626, Revised, dated October 16, 1979, established a Secretary's ERB and a series of program ERB's. These ERB's have been used to coordinate our SES merit staffing activities.

2 POLICY

The functions and structure of the ERB's will remain as presently described. However, the titles and composition of the Boards are hereby amended to conform with the present organization of the Department. The program ERB's are as follows:

- Office of the Secretary
- Administration
- Food and Consumer Services
- International Affairs and Commodity Programs
- Natural Resources and Environment
- Science and Education
- Small Community and Rural Development
- Marketing and Inspection Services
- Economics

The Deputy Secretary will chair the Secretary's ERB. In the absence of the Deputy Secretary, the Assistant Secretary for Administration will serve as Chairperson. The members include the chairpersons of each of the program ERB's and the Director of Personnel as Executive Secretary.

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OPI: Office of Personnel

September 29, 1981

Membership of the program ERB for the Office of the Secretary will include the General Officers (except for the Judicial Officer) and the Executive Assistant to the Secretary. The Deputy Secretary will chair the Board and the Director of Personnel will be the Executive Secretary.

Membership of the other program ERB's will be as follows: The Deputy Assistant Secretaries (with the exception of Governmental and Public Affairs), the Deputy Under Secretaries, and the Associate Director, Science and Education, will serve as Chairpersons of their respective program areas. The members will be agency heads, SES members from related program areas, the Department's Deputy Director for Equal Opportunity, and a representative from the Office of Personnel. Only SES (or equivalent) members and/or persons in the Executive Schedule may serve as voting members of the ERB's. The actual composition of each ERB will be determined by the chairperson in consultation with the Office of Personnel.

3 RESPONSIBILITIES

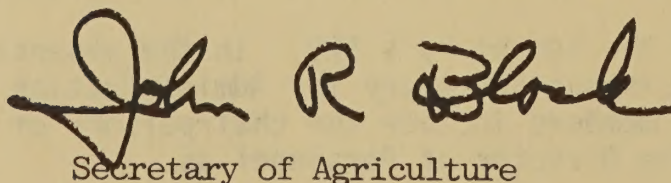
The Secretary's ERB will be responsible specifically for the merit staffing process for career appointment of agency heads, associate agency heads, and Departmental staff directors in the SES. In concert with the program ERB's, the Secretary's ERB will manage the SES, and decide policy issues related to SES staffing.

The program ERB's are responsible for the merit staffing process for career appointment to the SES, except for agency heads, associate agency heads, and Departmental staff directors in the SES. They will share with the Secretary's ERB the responsibility for managing the SES.

The Executive Resources, Performance Appraisal and Merit Pay Staff in the Office of Personnel will provide administrative support to these Departmental Boards. Agencies within the Department are expected to provide financial support for this staff, as needed, to effectively carry out the responsibilities of the ERB's.

4 CANCELLATIONS

Secretary's Memorandum No. 1626, Revised, dated October 16, 1979, is hereby superseded.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

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EMS NED
CHIEF AG HIST BRANCH
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October 21, 1981

SECRETARY'S MEMORANDUM 4010-2

Management of Senior Executive Service,
Supergrade or Equivalent Positions

1 POLICY

In order to have better control of our SES, supergrade and equivalent positions, the following procedure is effective immediately: Whenever it is known that an existing SES, supergrade, or equivalent position is to become vacant, the agency must report the fact within three days to the Office of Personnel on Form OPM-1390, "Executive Personnel Transaction" (in quadruplicate). No other papers need be submitted at the time the notification of vacancy is reported.

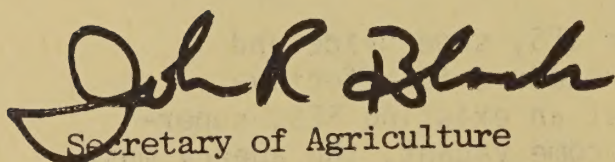
Vacant positions will be retained in the Office of the Secretary until a determination has been made on their assignment. If an agency proposes to fill an SES, supergrade, or equivalent position by competitive procedures, it will be necessary to submit an appropriate justification to the Office of Personnel on Form AD-769, "Request for SES Personnel Action." Reassignments, reclassifications, transfers, and reinstatements should be processed by sending Form OPM-1390, "Executive Personnel Transaction," with an appropriate justification to the Office of Personnel. No commitment may be made to fill the vacant position until approval has been granted by the Secretary.

2 RESPONSIBILITIES

SES slots will be established and utilized through executive personnel planning and position management performed by the Departmental Executive Resources Boards, my immediate staff, and me. This responsibility for effective use of SES slots will include assessing and forecasting executive requirements, determining executive program objectives, developing policies and options on how these objectives will be met, and how Senior Executive Service (SES) and other executive positions will be used to maximize their effectiveness.

October 21, 1981

I believe this system will permit us to allocate our limited executive resources to the most critical program needs of the Department.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 30, 1982

SECRETARY'S MEMORANDUM 4010 -3

Executive Resources Boards

1 BACKGROUND

The Civil Service Reform Act (CSRA) of 1978 gives me the responsibility for SES position planning, staffing and utilization, executive development, and pay administration. The Act also requires that Executive Resources Boards (ERB's) conduct the merit staffing process for career appointment to the Senior Executive Service (SES). Accordingly, Secretary's Memorandum No. 1626, Revised, dated July 2, 1979, established the Secretary's Executive Resources Board and a series of program Executive Resources Boards to perform this function.

2 POLICY

The functions and structure of the ERB's will remain as presently described. However, the titles and composition of the Boards are hereby amended to conform with the present organization of the Department. The program ERB's are as follows:

- a Office of the Secretary
- b Administration
- c Food and Consumer Services
- d International Affairs and Commodity Programs
- e Natural Resources and Environment
- f Small Community and Rural Development
- g Marketing and Inspection Services
- h Economics
- i Science and Education

The Deputy Secretary chairs the Secretary's ERB. The members include the chairpersons of each of the program ERB's and the Director of Personnel. A representative from the Office of Personnel serves as Executive Secretary to the Board.

Membership of the program ERB's will be as follows: The Deputy Secretary will chair the Office of the Secretary ERB, and the Deputy Assistant Secretaries (with the exception of Governmental and Public Affairs) and the Deputy Under Secretaries, will serve as

September 30, 1982

Chairperson of their respective program ERB's. The actual composition of each ERB will be determined by the chairperson in consultation with the Office of Personnel. While the composition of each may differ in certain regards, depending upon the agency, service and/or matters being considered, each will be similarly constituted from among the agency heads, associate agency heads, executives from the program areas, a representative from the Office of Minority Affairs, and a representative from the Office of Personnel to serve as Executive Secretary. The Director of Personnel will serve as a member of the Office of the Secretary ERB. Only SES (or equivalent) members and/or persons in the Executive Schedule may serve as voting members of the ERB's.

3 RESPONSIBILITIES

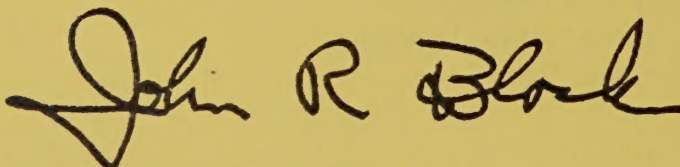
The Executive Resources Boards share the responsibility for managing the SES and deciding policy issues related to SES staffing.

The Secretary's ERB is responsible for the merit staffing process for career appointments of agency heads, associate agency heads and Departmental staff directors in the SES. The program ERB's have merit staffing responsibilities for career appointments to other SES positions.

The Executive Resources, Performance Appraisal and Merit Pay Staff of the Office of Personnel provides administrative support to the ERB's. Agencies within the Department are expected to provide financial support for this staff, as needed, to effectively carry out its responsibilities in this area.

4 CANCELLATIONS

Secretary's Memorandum 4010-1, dated September 29, 1981, is hereby superseded.

A handwritten signature in black ink, reading "John R. Block". The signature is fluid and cursive, with the first name "John" being the most prominent.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 15, 1982

SECRETARY'S MEMORANDUM 4010-4

Management of Senior Executive Service,
Supergrade or Equivalent Positions

1 POLICY

In order to continue to have better control of our SES, supergrade and equivalent positions, the following procedure is continued. Whenever it is known that an existing SES, supergrade, or equivalent position is to become vacant, the agency must report the fact within three days to the Office of Personnel on Form OPM-1390, "Executive Personnel Transaction" (in quadruplicate). No other papers need be submitted at the time the notification of vacancy is reported.

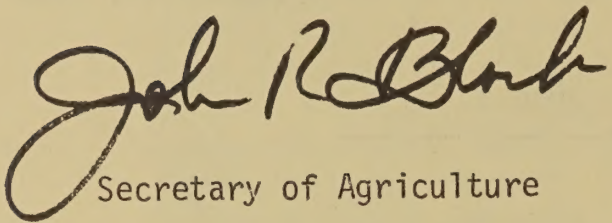
Vacant positions are retained in the Office of the Secretary until a determination has been made on their assignment. If an agency proposes to fill an SES, supergrade, or equivalent position by competitive procedures, it should submit an appropriate justification to the Office of Personnel on Form AD-769, "Request for SES Personnel Action." Reassignments, reclassifications, transfers, and reinstatements are processed by sending Form OPM-1390, "Executive Personnel Transaction," with an appropriate justification to the Office of Personnel. No commitment may be made to fill the vacant position until approval has been granted by the Secretary.

2 RESPONSIBILITIES

SES slots are established and utilized through executive personnel planning and position management performed by the Departmental Executive Resources Boards, my immediate staff, and me. This responsibility for effective use of SES slots includes assessing and forecasting executive requirements, determining executive program objectives, developing policies and options on how these objectives will be met, and how Senior Executive Service (SES) and other executive positions will be used to maximize their effectiveness.

December 15, 1982

This system has proven effective in allocating our limited executive resources to the most critical program needs of the Department.


Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

EMS NED

CHIEF AG HIST BRANCH
ROOM 140 GHI BLDG.

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June 9, 1982

SECRETARY'S MEMORANDUM 4050-1

POSITION CLASSIFICATION ACCURACY

1 BACKGROUND AND PURPOSE

Appendix A is a copy of a memorandum to Heads of Departments and Agencies from Office of Personnel Management Director, Donald J. Devine. It addresses the administration of the Federal position classification and position management programs. The memorandum expresses Director Devine's concern of recent studies, both by OPM and others, which indicate that a large number of positions are incorrectly classified. This misclassification has resulted in an excessive cost of over one-half billion dollars per year to the taxpayers.

Director Devine has asked all Department Heads to give personal attention to resolving classification and position management problems. He further stated that we all share the responsibility for carrying out the President's directions for achieving a leaner, more effective government, and that we must take firm action to assure that positions are accurately and properly classified.

2 POLICY

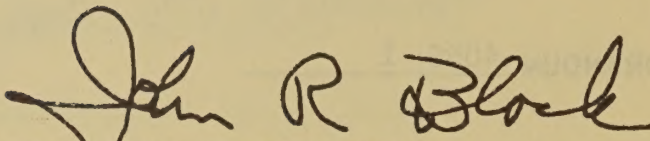
Although this issue has been discussed at the Management Council and Personnel Officers' meetings, I want to add my personal support.

I intend to actively cooperate with Director Devine by assuring that the Department's classification and position management programs are conducted in a fair, equitable, and accurate manner. I want you to join with me by:

- a Assuring that in your areas of responsibility there are no "management pressures" on those charged with the operation of the classification and position management programs.
- b Taking the necessary action to have adequate and competent staffs and resources committed to the personnel management program, and

June 9, 1982

- c Insuring that the programs throughout your agency are functioning properly.


SECRETARY OF AGRICULTURE



June 9, 1982

United States
Office of
Personnel Management

SM 4050-1
Appendix A

Washington, D.C. 20415

APPENDIX A

In Reply, Refer To

Your Reference

October 1, 1981

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

We share a responsibility to carry out the President's directions for achieving a leaner, more effective government. Affecting all of us in our commitment and efforts to attain this goal is the Federal management process of position classification. Under the law, we are each responsible for the effective operation of this system, a primary purpose of which is to assure that employees who do substantially equal work have the same grade and pay. However, based on a number of recent studies by the Office of Personnel Management and others, there is cause for concern in the way the classification system is working.

Studies have shown a large number of positions that are either over or undergraded. The extent of this grade and resultant pay distortion is unacceptable. Together, we must take firm action to assure that positions are accurately classified. We must identify and correct the deficiencies in the operation of the classification system which are contributing to the improper classification of positions. Among the many problems cited by position classifiers are frequent "management pressures" to upgrade positions, to retain grades which no longer can be supported, or to influence the grading criteria of classification standards so as to raise grades.

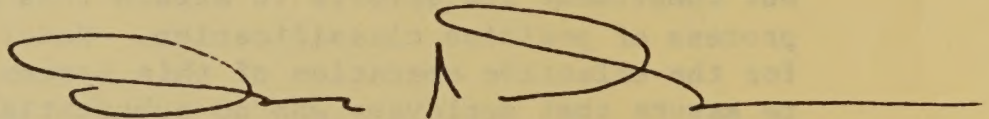
It is essential that we move quickly to eliminate any improper pressures on the classification process and that we take prompt corrective action when grade determinations are found to be no longer proper. Likewise, it is essential that well trained staff be assigned to and receive full management support for their classification work. The position classification law provides the basis for equitable pay relationships among employees when positions are placed in their correct grades. Undergrading is unfair to employees. Overgrading is unnecessarily costly to taxpayers. We estimate that overgrading costs the government one-half billion dollars per year. This is an intolerable cost in an era of economy in government. The Reagan Administration must not allow this waste to continue.

Critical to the achievement of our goal are the systems we use in deciding how positions will be established and organized to carry out our work most effectively and economically. We must ensure that our position management systems are receiving the management attention they demand.

June 9, 1982

Line managers need to understand that their position management accountability is the same as the accountability associated with other resource management responsibilities. Lack of attention to position management costs taxpayers money, too.

Your personal interest in and attention to your agency's position classification and position management programs are needed. In my August 27, 1981, memorandum to you, I described OPM's evaluation program for fiscal year 82. That program will give strong emphasis to position classification accuracy and position management effectiveness. It, as well as the program for developing sound classification standards in accordance with the classification law, will receive my strong backing. I am hopeful that our collective efforts will produce the positive results which are needed for the cost-effective government we all seek.



Donald J. Devine
Director

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 19, 1983

SECRETARY'S MEMORANDUM 4050-2

POSITION CLASSIFICATION ACCURACY

1 BACKGROUND AND PURPOSE

I have recently received a letter from the Director, Office of Personnel Management, expressing concern that the system we use to grade and pay Federal employees is not working as well as it should. The basis for this concern is a report recently released by OPM entitled "Report of Federal White-Collar Position Classification Accuracy," which contains an estimate that an unnecessary cost to the taxpayers of almost \$700 million is being incurred due to classification inaccuracy. The FY 1984 Federal Budget submitted by the President recognized that report and announced that the Administration, through OPM and OMB, plans to analyze the distribution of work force and make whatever changes are necessary to ensure sound position management and conformance with classification standards. An increased emphasis on personnel management evaluation (PME) is one of the methods which will be utilized to bring about improvements.

2 POLICY

This issue has been the subject of a previous memorandum issued by me and has been discussed at Management Council and Personnel Officers' meetings, which are indicative of its continuing importance. I want to express my personal concern with this problem and its eventual cost to the taxpayers and reiterate my personal support for improving this Department's position classification accuracy. I would like to again remind all Agency Heads of their responsibility for position classification accuracy and sound position management. In line with this responsibility, I am asking Agency Heads to:

- a Assess their position classification, position management and personnel management evaluation systems and determine how they can be strengthened to help achieve cost savings.

DISTRIBUTION: 40

EMS NED
CHIEF AG HIST BRANCH
ROOM 140 GHI BLDG.

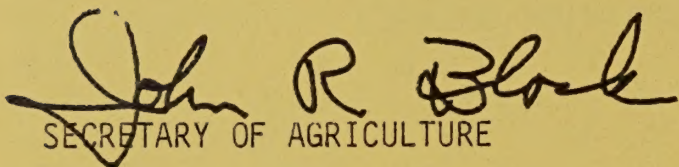
1

PI: Office of Personnel

July 19, 1983

- b Remind their supervisors and managers of the need for their cooperation in achieving classification accuracy.

In support of the President's goal of reducing Federal spending, we must make every effort to economize wherever possible.


SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 9, 1993

SECRETARY'S MEMORANDUM 4090-1

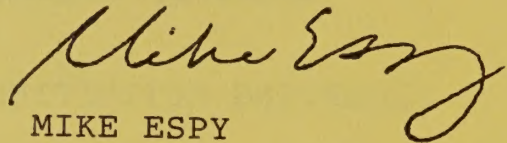
LOBBYING ACTIVITIES BY USDA EMPLOYEES

It has come to my attention that efforts have been made by a few employees of this Department to prepare and distribute materials either in support of or opposed to Departmental reorganization plans. Some of these efforts have taken the form of draft letters to be used to encourage members of the public to influence their Congressional representatives either to support or to vote against elements of the reorganization proposals which are pending for consideration by the Congress.

It appears that some of these efforts have been undertaken by our employees as part of their official duties, during working hours, and using the Government's equipment and funds. There is no doubt that the use of appropriated funds to encourage members of the public to lobby the Congress on this or any other issue violates a provision of Federal criminal law known as the Anti-Lobbying Act, 18 U.S.C. 1913. Conviction for such a violation carries criminal penalties including a fine or imprisonment, or both.

I will continue to support vigorously the proposals which we have submitted by testifying directly to the Congress as I have already done, and by working hard to assure that our proposals receive fair and expedited consideration by the Congress. I will not tolerate, however, efforts by our employees to influence members of the public to lobby their Congressional representatives in support or opposition on this or any other issue. I am instructing my sub-Cabinet officials and the heads of USDA agencies to assure that their employees are informed regarding the provisions of the Anti-Lobbying Act and of my strong views on this matter. I will not tolerate efforts of the kind apparently engaged in by some USDA employees, and I intend that any official or employee who engages in such conduct be dealt with promptly and appropriately, according to the law.

Our goals regarding the reorganization of this Department and the effective delivery of its programs and services are extremely important, and our effective relationship with the Congress is too important to risk or diminish in this manner. Activities of this kind shall end immediately.

A handwritten signature in dark ink, appearing to read "Mike Espy". The signature is fluid and cursive, with a large, sweeping "M" and a long, trailing "y".

MIKE ESPY
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 30, 1982

SECRETARY'S MEMORANDUM 4100-1

USDA Senior Executive Service Candidate Development Program

1 BACKGROUND AND PURPOSE

Public demand for a more efficient and responsive government during a period of limited human and financial resources places a high priority on the improved management of public programs. Within the Department of Agriculture, an effective and viable executive work force is essential to the successful operation of programs and services vital to the Nation's economy and to the well-being of the American public.

The Department of Agriculture has a tradition of excellence among its managers and executives who have demonstrated skill and dedication in administering our programs and in serving the public. We must maintain this tradition by planning for future executive leadership needed to meet the challenges of tomorrow.

The Civil Service Reform Act of 1978, through the Senior Executive Service, provides for new standards of managerial accountability and performance. The Act also provides for programs of systematic development of Senior Executive Service incumbents and candidates to help assure that the highest standards of public service and management are continued. In order to assure a continuous cadre of executives, and in keeping with the principles of the Civil Service Reform Act of 1978, I have continued the USDA Senior Executive Service Candidate Development Program.

2 IMPLEMENTATION

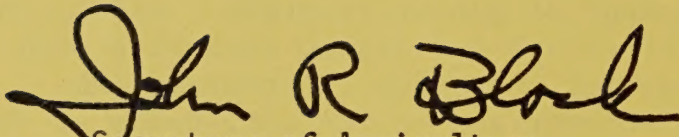
This program offers intensive developmental experiences for selected managers over a twelve-month cycle to prepare them for the responsibilities of the Senior Executive Service. The program, to be administered by the Office of Personnel under the guidance of the Secretary's Executive Resources Board, begins in the first quarter of each fiscal year.

September 30, 1982

I ask your continued support for this program so we may better serve the people.

3- CANCELLATION

Secretary's Memorandum No. 2000, dated November 15, 1979, is hereby cancelled.


Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 13, 1981

SECRETARY'S MEMORANDUM 4140-1

Performance Review Boards

1 BACKGROUND

The Civil Service Reform Act (CSRA) of 1978 gives me the final responsibility for appraising the performance of the Department's Senior Executive Service (SES) members. The Act also requires that each Federal agency establish one or more performance review boards to review supervisory appraisals and make recommendations concerning the performance of the agency's senior executives.

Accordingly, Secretary's Memorandum No. 2009, dated March 7, 1980, established the Secretary's Performance Review Board and a series of Program Performance Review Boards (PRB's) to perform this function. These Boards have reviewed supervisory appraisals, considered responses made by executives and reviewing officials, and recommended final scale and adjective ratings for the Department's SES members. They have also assigned position coefficients to SES jobs and made recommendations concerning retention, removal, and rewards for individual senior executives.

2 POLICY

The functions and structure of the Department's PRB's will remain as presently described. However, the titles and composition of the Boards are hereby amended to conform with the present organization of the Department. Therefore, the Program PRB's are as follows:

Office of the Secretary and Administration
Economics
Food and Consumer Services
Small Community and Rural Development
Marketing and Inspection Services
International Affairs and Commodity Programs
Natural Resources and Environment
Science and Education

October 13, 1981

Each of these Boards, including the Secretary's PRB, will be made up of at least eight voting members and a representative from the Office of Personnel. The Deputy Secretary chairs the Secretary's PRB and the Secretary and Administration PRB. The Deputy Assistant Secretaries, the Deputy Under Secretaries, and the Director of Science and Education chair the Boards in their respective areas. The names of PRB members are published in the Federal Register upon appointment.

A quorum, consisting of four voting members and the representative from the Office of Personnel, must be present if a Program Board is to conduct official business. A quorum for the Secretary's PRB shall consist of seven voting members and a representative of the Office of Personnel. More than one-half of the members present must be career appointees if a Board is to appraise the performance of a career executive.

3 RESPONSIBILITIES

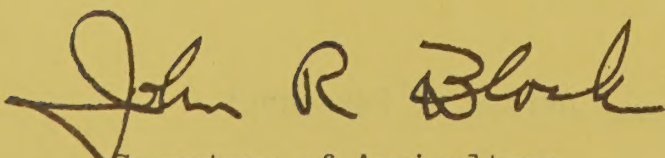
As in the past, the Program PRB's shall make recommendations concerning the performance appraisal of the executives under their jurisdiction. The Secretary's PRB shall exercise oversight responsibility for the operation of the Department's SES performance appraisal system and shall review the recommendations made by the Program Boards concerning ratings, retention, and performance awards, including bonuses and awards of rank. In addition, the Secretary's PRB performs the functions of a Program PRB with respect to the performance appraisal of General Officers, Agency Heads, and Departmental staff directors.

The activities of all PRB's shall be conducted in such a manner as to assure consistency, stability, and objectivity in performance appraisal. In this connection, no PRB member may make recommendations concerning his or her performance rating or participate in decisions concerning related personnel actions.

The Executive Resources, Performance Appraisal, and Merit Pay Staff of the Office of Personnel provides administrative support to these Boards. Departmental agencies shall finance this staff, as needed, so that it may effectively carry out its responsibilities in this area.

4 CANCELLATIONS

Secretary's Memorandum No. 2009, dated March 7, 1980, is hereby superseded.


Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 7, 1982

SECRETARY'S MEMORANDUM 4140-2

Performance Review Boards

EMS NED
CHIEF AG HIST BRANCH
ROOM 140 GHI BLDG.

1

1 BACKGROUND

The Civil Service Reform Act (CSRA) of 1978 gives me the final responsibility for appraising the performance of the Department's Senior Executive Service (SES) members. The Act also requires that each Federal agency establish one or more performance review boards to review supervisory appraisals and make recommendations concerning the performance of the agency's senior executives. Accordingly, Secretary's Memorandum No. 2009, dated March 7, 1980, established the Secretary's Performance Review Board and a series of eight Program Performance Review Boards (PRB's) to perform this function.

2 POLICY

The functions and structure of the Department's PRB's will remain as presently described. However, the titles and composition of the Boards are hereby amended to conform with the present organization of the Department. Therefore, the Program PRB's are as follows:

- a Secretary and Administration
- b Economics
- c Food and Consumer Services
- d Small Community and Rural Development
- e Marketing and Inspection Services
- f International Affairs and Commodity Programs
- g Natural Resources and Environment
- h Science and Education

The Deputy Secretary chairs the Secretary's PRB. Its members include the General Officers (except the Judicial Officer) and the Director of Personnel. A representative from the Office of Personnel serves as Executive Secretary.

October 7, 1982

The Program PRB's (with the exception of the Secretary and Administration PRB) are chaired by the Deputy Assistant and Deputy Under Secretaries. The Deputy Secretary chairs the Secretary and Administration PRB. Each of these Boards is made up of at least eight voting members and a representative from the Office of Personnel who serves as Executive Secretary. Board members usually include agency heads and senior executives from related program areas. The names of PRB members are published in the Federal Register upon appointment.

A quorum, consisting of four voting members and the representative from the Office of Personnel, must be present if a Program Board is to conduct official business. A quorum for the Secretary's PRB shall consist of seven voting members and a representative of the Office of Personnel. More than one-half of the members present must be career appointees if a Board is to appraise the performance of a career executive.

3 RESPONSIBILITIES

The Performance Review Boards share the responsibility for managing the SES and deciding policy issues related to SES performance appraisal.

The Program PRB's shall make recommendations concerning the performance of the executives under their jurisdiction. These recommendations concern final ratings, retention, removal, reassignment, awards, and pay level adjustments. The Secretary's Board shall exercise oversight responsibility for the operation of the Department's SES performance appraisal system and review the recommendations made by the Program Boards. In addition, the Secretary's PRB performs the functions of a Program Board with respect to General Officers, agency heads, Departmental staff directors, and senior executives in the immediate Office of the Secretary.

The activities of all PRB's shall be conducted in such a manner as to assure consistency, stability, and objectivity in performance appraisal. In this connection, no PRB member may make recommendations concerning his or her performance rating or participate in decisions concerning related personnel actions.

The Executive Resources, Performance Appraisal and Merit Pay Staff of the Office of Personnel provides administrative support to the PRB's. Agencies within the Department are expected to provide financial support for this staff, as needed, to effectively carry out its responsibilities in this area.

October 7, 1982

SM 4140-2

4 CANCELLATIONS

Secretary's Memorandum 4140-1, dated October 13, 1981, is hereby superseded.


SECRETARY OF AGRICULTURE

Page 1 of 1

Document ID: 123456789

1. Introduction
2. Methodology
3. Results
4. Discussion
5. Conclusion

[Handwritten signature]
John Doe

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 15, 1985

SECRETARY'S MEMORANDUM 4230 -1

Special Observance Events

1 PURPOSE

The purpose of this memorandum is to establish a procedure for informing agencies and staff offices of recurring special interest events to be brought to the attention of all employees.

2 BACKGROUND

The present system for issuing All Employee Announcements is costly and time consuming. Throughout the year certain Secretary's Announcements to all employees are issued for special observance events or special drives. While it is important that all employees be informed of these observances, it is not necessary that everyone receive an individual copy of an announcement.

3 POLICY

Individual recurring events will be announced and recognized by the Department by one annual announcement. This will be in the form of an Appendix to this memorandum. My intent is to ensure that through advance notice proper emphasis and recognition of each individual event is brought to the attention of each employee without unnecessary time delays and paperwork.

4 UPDATES

Agency heads may request additional entries to Appendix A by submitting a request to the Office of Information Resources Management, Information Management Division, Room 404-W by October 30 of each year.

DISTRIBUTION: 42
Special

OPI: OIRM

July 15, 1985

5 RESPONSIBILITIES

a Offices of Primary Interest will:

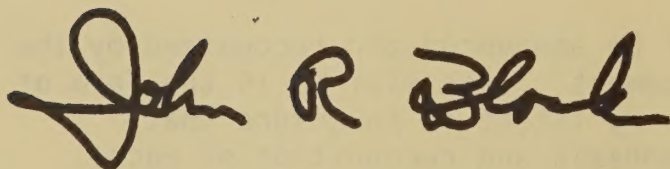
- (1) Announce specific dates and times of activities in conjunction with the annual recurring events by advertising in the USDA Newsletter, the AG Reporter, or by other appropriate means; and
- (2) Keep the Information Management Division, Office of Information Resources Management, informed of changes to be made to the annual list.

b Supervisors and Managers will insure that employees are given the opportunity to be made aware of activities surrounding these events. Some appropriate means are to post the information in highly visible areas (eating facilities, office bulletin boards, etc.) and to route sufficient copies among their office personnel.

c Each employee will review office bulletin boards for information.

6 INQUIRIES

If you have questions, please contact the Office of Information Resources Management, Information Management Division, on 447-9270 or 447-8798.



SECRETARY OF AGRICULTURE

APPENDIX A

SPECIAL OBSERVANCE EVENTS
(Excluding National Holidays)

I urge all employees to support and participate in these activities. Specific details will be made available to all USDA employees by various and appropriate methods as the time for the event approaches.

EVENTSTIME

Black History Month

February

Asian/Pacific American Heritage Week

May

Federal Women's Week

June

Savings Bonds Campaign

June

National Hispanic Heritage Week

September

Combined Federal Campaign

September

National Employ the Handicapped Week

October

EXHIBIT A

Special Agent in Charge
U. S. Department of Justice

I have the honor to acknowledge the receipt of your letter of the 10th instant, and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

Sincerely,
Very truly yours,

Respectfully,
Very truly yours,

Enclosed

Enclosed

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

Very truly yours,

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 29, 1986

SECRETARY'S MEMORANDUM 4230-3

SPECIAL OBSERVANCE EVENTS

1 PURPOSE

This memorandum is being issued as an annual reminder to agency heads and staff office directors concerning the importance of recurring special interest events to be brought to the attention of all employees.

2 SPECIAL INSTRUCTIONS

- a This memorandum supersedes Secretary's Memorandum 4230-2 dated December 30, 1985.
- b To facilitate long-range planning, the attached Appendix identifies the months in which special interest events are to be held.

3 POLICY

Individual recurring events will be announced and recognized by the Department by one annual announcement. This will be in the form of an Appendix to this memorandum. The intent is to ensure that, through advance notice, proper emphasis and recognition of each individual event is brought to the attention of each employee without unnecessary time delays and paperwork.

4 RESPONSIBILITIES

a Offices of Primary Interest will:

- (1) Announce specific dates and times of activities in conjunction with the annual recurring events by advertising in the USDA Newsletter and AG Reporter, or by other appropriate means; and
- (2) Keep the Information Management Division, Office of Information Resources Management, informed of changes to be made to the annual list.

b Supervisors and managers will ensure that employees are given the opportunity to be made aware of activities surrounding these events and are encouraged to let employees attend, without charge to leave, to the extent workload permits.

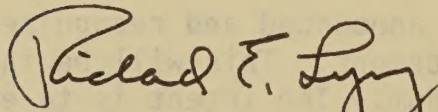
c Each employee should review office bulletin boards for information.

5 UPDATES

Agency heads may request additional entries to Appendix A by submitting a request to the Office of Information Resources Management, Information Management Division, Room 404-W, by October 30 of each year.

6 INQUIRIES

If you have questions, please contact the Office of Information Resources Management, Information Management Division, on 447-9270 or 447-8756.



Secretary of Agriculture

APPENDIX A

SPECIAL OBSERVANCE EVENTS
(Excluding National Holidays)

<u>EVENTS</u>	<u>TIME</u>
Black History Month	February
Women's History Week	March
Asian/Pacific American Heritage Week	May
American Indian Week	May
Savings Bonds Campaign	June
National Hispanic Heritage Week	September
Combined Federal Campaign	September
National Employ the Handicapped Week	October

APPENDIX A

TIME

EVENTS

February	Black History Month
March	Women's History Week
April	African American Heritage Month
May	Arts and Indian Month
June	Juneteenth
September	National Hispanic Heritage Week
October	Constitutional Federal Holiday
November	National Boy/Girl and Handicapped Person

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 24, 1987

SECRETARY'S MEMORANDUM 4230-4

Special Observance Events

1 PURPOSE

This memorandum is being issued as an annual reminder to agency heads and staff office directors concerning the importance of recurring special interest events to be brought to the attention of all employees.

2 SPECIAL INSTRUCTIONS

- a This memorandum supersedes Secretary's Memorandum 4230-3 dated December 29, 1986.
- b To facilitate long-range planning, the attached Appendix identifies the months in which special interest events are to be held.

3 POLICY

Individual recurring events will be announced and recognized by the Department by one annual announcement. This will be in the form of an Appendix to this memorandum. The intent is to ensure that, through advance notice, proper emphasis and recognition of each individual event is brought to the attention of each employee without unnecessary time delays and paperwork.

4 RESPONSIBILITIES

a Offices of Primary Interest will:

- (1) Announce specific dates and times of activities in conjunction with the annual recurring events by advertising in the USDA Newsletter and AG Reporter, or by other appropriate means; and
 - (2) Keep the Information Management Division, Office of Information Resources Management, informed of changes to be made to the annual list.
- b Supervisors and managers will ensure that employees are given the opportunity to be made aware of activities surrounding these events and are encouraged to let employees attend, without charge to leave, to the extent workload permits.

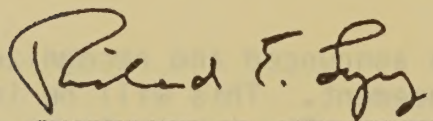
c Each employee should review office bulletin boards for information.

5 UPDATES

Agency heads may request additional entries to Appendix A by submitting a request to the Office of Information Resources Management, Information Management Division, Room 404-W, by October 30 of each year.

6 INQUIRIES

If you have questions, please contact the Office of Information Resources Management, Information Management Division, on 447-9270.



SECRETARY OF AGRICULTURE

APPENDIX A

SPECIAL OBSERVANCE EVENTS
(Excluding National Holidays)

<u>EVENTS</u>	<u>TIME</u>	<u>OPI</u>
Black History Month	February	Office of Advocacy and Enterprise
Women's History Month	March	Office of Advocacy and Enterprise
National Volunteer Week	April	Extension Service
Asian/Pacific American Heritage Week	May	Office of Advocacy and Enterprise
American Indian Week	May	Office of Advocacy and Enterprise
Savings Bonds Campaign	June	Office of the Secretary
National Hispanic Heritage Week	September	Office of Advocacy and Enterprise
Combined Federal Campaign	October	Office of the Secretary
National Employ the Handicapped Week	October	Office of the Personnel
National 4-H Week	October	Extension Service

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 9, 1988

SECRETARY'S MEMORANDUM 4230-5

Special Observance Events

1 PURPOSE

This memorandum is being issued as an annual reminder to agency heads and staff office directors concerning the importance of recurring special interest events to be brought to the attention of all employees.

2 SPECIAL INSTRUCTIONS

- a This memorandum supersedes Secretary's Memorandum 4230-4 dated December 24, 1987.
- b To facilitate long-range planning, refer to the attached Appendix which identifies the months in which special interest events are to be held.

3 POLICY

Individual recurring events will be announced and recognized by the Department by one annual announcement. This will be in the form of an Appendix to this memorandum. The intent is to ensure that, through advance notice, proper emphasis and recognition of each individual event is brought to the attention of each employee without unnecessary time delays and paperwork.

4 RESPONSIBILITIES

a Offices of Primary Interest will:

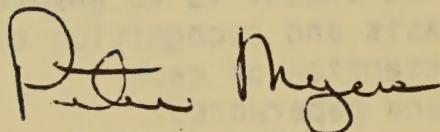
- (1) Announce specific dates and times of activities in conjunction with the annual recurring events by advertising in the USDA NEWS and AG Reporter, or by other appropriate means; and
- (2) Keep the Information Management Division, Office of Information Resources Management, informed of changes to be made to the annual list.

b Agencies

- (1) Agency heads may request additional entries to Appendix A by submitting a request to the Office of Information Resources Management, Information Management Division, Room 404-W, by October 30 of each year.
- (2) Supervisors and managers will ensure that employees are given the opportunity to be made aware of activities surrounding these events and are encouraged to let employees attend, without charge to leave, to the extent workload permits.
- (3) Each employee should review office bulletin boards for information.

5 INQUIRIES

If you have questions, please contact the Office of Information Resources Management, Information Management Division, on 447-9270.



PETER C. MYERS
Deputy Secretary

APPENDIX A

SPECIAL OBSERVANCE EVENTS
(Excluding National Holidays)

<u>EVENTS</u>	<u>TIME</u>	<u>OPI</u>
Black History Month	February	Office of Advocacy and Enterprise
Women's History Month	March	Office of Advocacy and Enterprise
National Volunteer Week	April	Extension Service
Asian/Pacific American Heritage Week	May	Office of Advocacy and Enterprise
Savings Bonds Campaign	June	Office of the Secretary
National Hispanic Heritage Month	September 15 thru October 15	Office of Advocacy and Enterprise
Combined Federal Campaign	October	Office of the Secretary
National Disability Employment Awareness Month	October	Office of Personnel
National 4-H Week	October	Extension Service
Native American Heritage Week	November	Office of Advocacy and Enterprise

APPENDIX A
SPECIAL AGENTS IN CHARGE

EVENTS	TIME	OFFICE OF ADVANCEMENT AND RESEARCH
Black History Month	February	Office of the Director
Women's History Month	March	Office of the Director
National Inventor's Week	April	Office of the Director
State Barbecue & Lunch	May	Office of the Director
Gay Day	June	Office of the Director
National Science Fair	July	Office of the Director
National Labor Day	September	Office of the Director
Combined Federal Holiday	October	Office of the Director
National Day of Mourning	November	Office of the Director
National A-H Week	December	Office of the Director
Christmas	December	Office of the Director

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 14, 1989

SECRETARY'S MEMORANDUM 4230-6

SPECIAL OBSERVANCE EVENTS

1 PURPOSE

This memorandum is being issued as an annual reminder to agency heads and staff office directors concerning the importance of recurring special interest events to be brought to the attention of all employees.

2 SPECIAL INSTRUCTIONS

- a This memorandum supersedes Secretary's Memorandum 4230-5 dated December 9, 1988.
- b To facilitate long-range planning, refer to the attached Appendix which identifies the months in which special interest events are to be held.

3 POLICY

Individual recurring events will be announced and recognized by the Department by one annual announcement. This will be in the form of an Appendix to this memorandum. The intent is to ensure that, through advance notice, proper emphasis and recognition of each individual event is brought to the attention of each employee without unnecessary time delays and paperwork.

4 RESPONSIBILITIES

a Offices of Primary Interest will:

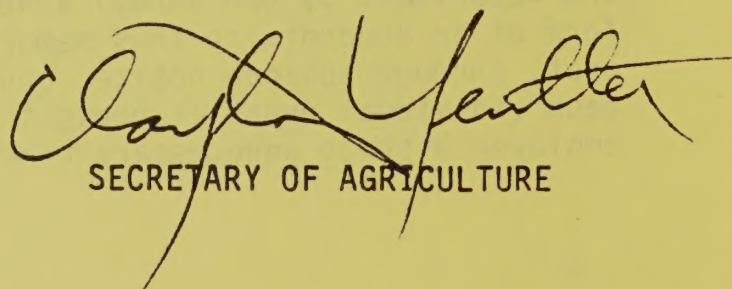
- (1) Announce specific dates and times of activities in conjunction with the annual recurring events by advertising in the USDA NEWS and AG Reporter, or by other appropriate means; and
- (2) Keep the Information Management Division, Office of Information Resources Management, informed of changes to be made to the annual list.

b Agencies

- (1) Agency heads may request additional entries to Appendix A by submitting a request to the Office of Information Resources Management, Information Management Division, Room 404-W, by October 30 of each year.
- (2) Supervisors and managers will ensure that employees are given the opportunity to be made aware of activities surrounding these events and are encouraged to let employees attend, without charge to leave, to the extent workload permits.
- (3) Each employee should review office bulletin boards for information.

5 INQUIRIES

If you have questions, please contact the Office of Information Resources Management, Information Management Division, on 447-9270.



SECRETARY OF AGRICULTURE

APPENDIX A

SPECIAL OBSERVANCE EVENTS
(Excluding National Holidays)

<u>EVENTS</u>	<u>TIME</u>	<u>OPI</u>
Black History Month	February	Office of Advocacy and Enterprise
Women's History Month	March	Office of Advocacy and Enterprise
National Volunteer Week	April	Extension Service
Asian/Pacific American Heritage Week	May	Office of Advocacy and Enterprise
Savings Bonds Campaign	June	Office of the Secretary
National Hispanic Heritage Month	September 15 thru October 15	Office of Advocacy and Enterprise
World Food Day	October 16	Office of International Cooperation and Development
Combined Federal Campaign	October	Office of the Secretary
National Disability Employment Awareness Month	October	Office of Personnel
National 4-H Week	October	Extension Service
Native American Heritage Week	November	Office of Advocacy and Enterprise

EXHIBIT A

SPECIAL DISSEMINATION EVENTS

DATE	LOCATION	EVENT
February 1991	Office of Research and Statistics	Black History Month
March 1991	Office of Research and Statistics	Women's History Month
April 1991	Extension Service	National Volunteer Week
May 1991	Office of Research and Statistics	Asian/Pacific American Heritage Week
June 1991	Office of the Director	Juneteenth Commemoration
July 1991	Office of the Director	National Hispanic Heritage Month
August 1991	Office of the Director	Black Family Day
October 1991	Office of International Cooperation and Public Affairs	Combined Federal Campaign
November 1991	Office of International Cooperation and Public Affairs	National Disability Employment Awareness Month
December 1991	Extension Service	National 4-H Week
January 1992	Office of Research and Statistics	Native American Heritage Week

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 10, 1990

SECRETARY'S MEMORANDUM 4230-7

Special Observance Events

1 PURPOSE

This memorandum is being issued as an annual reminder to Agency Heads and Staff Office Directors concerning the importance of recurring special interest events to be brought to the attention of all employees.

2 SPECIAL INSTRUCTIONS

- a This memorandum supersedes Secretary's Memorandum 4230-6 dated December 14, 1989.
- b To facilitate long-range planning, refer to the attached Appendix which identifies the months in which special interest events are to be held.

3 POLICY

Individual recurring events will be announced and recognized by the Department through one annual announcement. This will be in the form of an Appendix to a Secretary's Memorandum entitled "Special Observance Events." The intent of announcing special observance events through one annual memorandum is to ensure that, through advance notice, proper emphasis and recognition of each individual event is brought to the attention of each employee without unnecessary time delays and paperwork.

4 RESPONSIBILITIES

a Offices of Primary Interest (OPI) will:

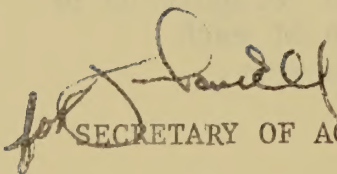
- (1) Announce specific dates and times of activities in conjunction with the annual recurring events by advertising in the USDA NEWS and AG Reporter, or by other appropriate means; and
- (2) Keep the Information Management Division, Office of Information Resources Management, informed of changes to be made to the annual list.

b Agencies

- (1) Agency Heads may request additional entries to Appendix A by submitting a request to the Office of Information Resources Management, Information Management Division, Room 404-W, by October 30 of each year.
- (2) Supervisors and managers will ensure that employees are given the opportunity to be made aware of activities surrounding these events and are encouraged to let employees attend, without charge to leave, to the extent workload permits.
- (3) Each employee should review office bulletin boards for information.

5 INQUIRIES

If you have questions, please contact the Office of Information Resources Management, Information Management Division, on 447-9270.


SECRETARY OF AGRICULTURE

APPENDIX A

SPECIAL OBSERVANCE EVENTS
(Excluding National Holidays)

<u>EVENTS</u>	<u>TIME</u>	<u>OFFICES OF PRIMARY INTEREST (OPI)</u>
Black History Month	February	Office of Advocacy and Enterprise
Women's History Month	March	Office of Advocacy and Enterprise
National Volunteer Week	April	Extension Service
Asian/Pacific American Heritage Week	May	Office of Advocacy and Enterprise
Savings Bonds Campaign	June	Office of the Secretary
National Farm Safety Week	September	Extension Service
National Hispanic Heritage Month	September 15 thru October 15	Office of Advocacy and Enterprise
World Food Day	October 16	Office of Public Affairs
Combined Federal Campaign	October	Office of the Secretary
National Disability Employment Awareness Month	October	Office of Personnel
National 4-H Week	October	Extension Service
Native American Heritage Week	November	Office of Advocacy and Enterprise

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 22, 1991

SECRETARY'S MEMORANDUM 4230 -8

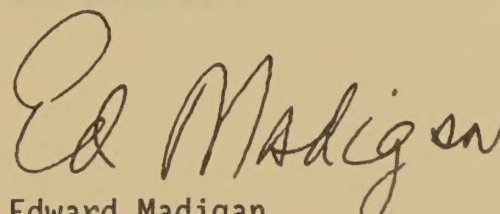
"POINTS OF LIGHT" RECOGNITION PROGRAM

President Bush, through his "Thousand Points of Light Initiative," has called on all Americans to enrich the lives of others through community service. He stated, "From now on in America, any definition of a successful life must include service to others." I support President Bush's Initiative and believe every American has something to contribute. No one should be content until they have found a way to serve. It is not simply volunteering but the personal act of helping another individual in need which gives us membership in the community. There is no exercise better for the human heart than reaching down and lifting someone up. Giving and expecting nothing in return is what makes us good citizens.

This sense of community service commitment is evidenced at the Department of Agriculture (USDA) through employees who unselfishly give of themselves to make life better for others. Over 600 USDA employees have been recognized for sharing their outstanding community service activities with the Department. The following is an example of one of the many volunteer experiences shared by USDA employees:

- Thirty-one Soil Conservation Service employees located in Indiana volunteered their time to assist farmers and landowners with the Petersburg, Indiana tornado crisis.

I wish to commend all employees who carry on the tradition of voluntary service and encourage others to enrich their lives by becoming a "Point of Light."


Edward Madigan
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 15, 1951

Page 1

SECRETARY OF AGRICULTURE

REPLY TO LETTER OF JULY 10, 1951

The enclosed report, prepared by the Bureau of Plant Industry, contains information regarding the results of the survey conducted in the State of California, during the period from June 1 to June 15, 1951. The survey was conducted by the Bureau of Plant Industry, in cooperation with the California Department of Agriculture, and the results are being reported to you for your information. The survey was conducted in the State of California, during the period from June 1 to June 15, 1951, and the results are being reported to you for your information. The survey was conducted in the State of California, during the period from June 1 to June 15, 1951, and the results are being reported to you for your information.

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Edward M. Davis
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 31, 1991

SECRETARY'S MEMORANDUM 4230-9

Special Observance Events

1 PURPOSE

This memorandum is being issued as an annual reminder to Agency special interest events to be brought to the attention of all employees.

2 SPECIAL INSTRUCTIONS

- a This memorandum supersedes Secretary's Memorandum 4230-7 dated December 10, 1990.
- b To facilitate long-range planning, refer to the attached Appendix which identifies the months in which special interest events are to be held.

3 POLICY

Individual recurring events will be announced and recognized by the Department through one annual announcement. This will be in the form of an Appendix to a Secretary's Memorandum entitled "Special Observance Events." The intent of announcing special observance events through one annual memorandum is to ensure that, through advance notice, proper emphasis and recognition of each individual event is brought to the attention of each employee without unnecessary time delays and paperwork.

4 RESPONSIBILITIES

a Offices of Primary Interest (OPI) will:

- (1) Announce specific dates and times of activities in conjunction with the annual recurring events by advertising in the USDA NEWS and AG Reporter, or by other appropriate means; and
- (2) Advertise special events on the USDA Local Area Network Menu Channel 6.
- (3) Keep the Information Management Division, Office of Information Resources Management, informed of changes to be made to the annual list.

b Agencies

- (1) Agency Heads may request additional entries to Appendix A by submitting a request to the Office of Information Resources Management, Information Management Division, Room 404-W, by October 30 of each year.
- (2) Supervisors and managers will ensure that employees are informed of these events and are encouraged to attend activities, without charge to leave, to the extent workloads permit.
- (3) Each employee should review office bulletin boards for information.

5 INQUIRIES

If you have questions, please contact the Office of Information Resources Management, Information Management Division, on 720-9270.

-END-

APPENDIX A

SPECIAL OBSERVANCE EVENTS
(Excluding National Holidays)

<u>EVENTS</u>	<u>TIME</u>	<u>OFFICES OF PRIMARY INTEREST (OPI)</u>
Black History Month	February	Office of Advocacy and Enterprise
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National 4-H Week	October	Extension Service
Native American Heritage Week	November	Office of Advocacy and Enterprise

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 11, 1988

SECRETARY'S MEMORANDUM 4300-2

Hispanic Employment Program

1 PURPOSE

This Secretary's Memorandum establishes policy regarding the administration of the Hispanic Employment Program in the Department of Agriculture.

2 POLICY

The Hispanic Employment Program (HEP) is an integral part of the Department's Equal Opportunity and Civil Rights Program. The Department shall provide equal opportunity and civil rights to all persons regardless of race, color, religion, sex, national origin, age, or handicapping conditions.

To this end, the Department's Hispanic Employment Program shall ensure that Hispanic employees or Hispanics who seek employment are not denied equal opportunity on the basis of their national origin.

All Program agencies and Staff Offices shall establish a Hispanic Employment Program and appoint a program manager, following the general guidelines described in FPM 713. Agencies or Staff Offices that rely on other agencies or staff offices for personnel and EEO services may include the Hispanic Employment Program as one of those services. In such instances, Agency Heads and Staff Directors shall ensure the HEP Manager representing them is provided with adequate resources, training, guidance, direction, data, and other information necessary to implement an effective program.

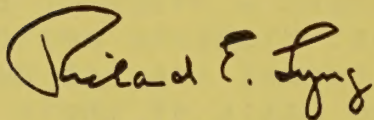
3 RESPONSIBILITIES

Departmental responsibility for the Hispanic Employment Program rests with the Director, Office of Advocacy and Enterprise, and the USDA Hispanic Employment Program Manager.

Agency Heads, managers, and supervisors shall support the goals and objectives of the Hispanic Employment Program in all phases of employment and personnel actions, and shall assure that the Department's policy is adhered to in their day-to-day operations. The success of the Hispanic Employment Program is incumbent upon every executive, manager, and supervisor in the Department.

Agency HEP managers are responsible for developing and carrying out a program that will increase employment and advancement opportunities for Hispanics in their agency and within USDA. HEP Managers shall actively participate in the Department's Hispanic Program Management Council, other interagency groups, and external organizations that have goals compatible with the Hispanic Employment Program.

Leadership, guidance, direction and technical assistance for Agency HEP Managers is the responsibility of the Department's HEP Manager, but agency HEP Managers shall design programs to meet their agency's employment needs.



SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 13, 1988

SECRETARY'S MEMORANDUM 4300-3

SEXUAL HARASSMENT

1 PURPOSE

The purpose of this Secretary's Memorandum is to reaffirm the Department of Agriculture's policy regarding sexual harassment.

2 POLICY

In the Department of Agriculture, sexual harassment is unacceptable and will not be tolerated. Sexual harassment is detrimental to morale, employee performance, and the conduct of government business. Certain forms of sexual harassment constitute sex discrimination prohibited by Section 703 of Title VII of the Civil Rights Act of 1964, as amended.

This Departmental policy applies to USDA employees in their working relationships with non-Federal persons as well as in their working relations with all Federal employees.

3 DEFINITIONS

Sexual harassment may consist of deliberate or repeated unsolicited and unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of employment, (2) submission to or rejection of such conduct is used as the basis for employment decisions, or (3) when such conduct has the purpose or effect of unreasonably interfering with work performance or creates a hostile or abusive working environment.

Sexual harassment is also prohibited conduct pursuant to USDA Employees Handbook, Appendix I, Employees Responsibilities and Conduct, Part B, July 1982 [7 CFR 0.735-11(b)(14)].

4 RESPONSIBILITIES

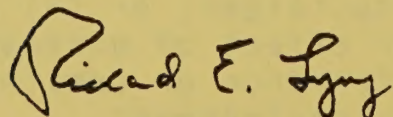
Department of Agriculture employees must maintain high standards of personal conduct at all times. Any employee who engages in sexually harassing activities will be subject to disciplinary action, which may include removal from Federal Service (DPM-751, App. A). Managers and supervisors who tolerate such behavior, or who fail to take appropriate action on reports of sexual harassment, are also subject to disciplinary action for failure to perform their supervisory or managerial duties.

Employees who believe they are being sexually harassed should:

- a tell the offending person that his or her conduct is offensive and unwelcomed;
- b report the conduct to his or her immediate supervisor;
- c report the incident to the offender's supervisors.

An aggrieved employee may also file a complaint through the EEO complaint system established by 29 CFR Part 1613.

Employees who believe they are being sexually harassed should seek advice and counsel from their supervisors, from their servicing personnel offices, EEO counselors, or Federal Women's Program Managers. Employees in the Washington, D.C. area may report incidences of sexual harassment anonymously by calling the OIG Hotline, 472-1388. Employees outside Washington, D.C. may call toll-free 800-424-9121.



SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 4, 1991

SECRETARY'S MEMORANDUM 4300-4

Hispanic Employment Program

1 PURPOSE

This Secretary's Memorandum establishes policy regarding the administration of the Hispanic Employment Program in the Department of Agriculture.

2 POLICY

The Hispanic Employment Program (HEP) is an integral part of the Department's Equal Opportunity and Civil Rights Programs. The Department shall provide equal opportunity and civil rights to all persons regardless of race, color, religion, sex, national origin, age, or disability.

The Department's Hispanic Employment Program shall ensure that Hispanic employees or Hispanics who seek employment are not denied equal opportunity on the basis of their national origin.

All Program agencies and Staff Offices shall establish a Hispanic Employment Program and appoint a program manager, following the general guidelines described in FPM 713. Agency Heads and Staff Directors shall ensure the HEP Manager representing them is provided with adequate resources, training, guidance and direction.

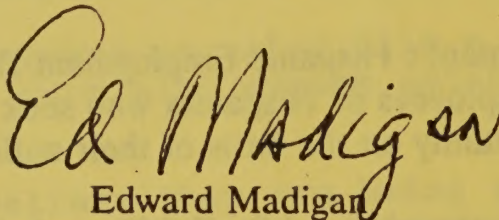
3 RESPONSIBILITIES

Departmental responsibility for the Hispanic Employment Program rests with the Director, Office of Advocacy and Enterprise, and the USDA Hispanic Employment Program Manager.

Agency Heads, managers, and supervisors shall support the goals and objectives of the Hispanic Employment Program in all phases of employment and personnel actions, and shall assure that the Department's policy is adhered to in their day-to-day operations.

Agency HEP managers are responsible for developing and carrying out a program that will increase employment and advancement opportunities for Hispanics in their agency and within USDA. HEP Managers shall actively participate in the Department's Hispanic Program Management Council, other interagency groups, and external organizations that have goals compatible with the Hispanic Employment Program.

Leadership, guidance, direction and technical assistance for Agency HEP Managers is the responsibility of the Department's HEP Manager, but agency HEP Managers shall design programs to meet their agency's employment needs.


Edward Madigan
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 16, 1992

SECRETARY'S MEMORANDUM SM 4300-5

SEXUAL HARASSMENT

1 PURPOSE

The purpose of this memorandum is to reaffirm the policy of the Department of Agriculture regarding sexual harassment.

2 POLICY

It is the policy of the Department that sexual harassment in any form is inappropriate and unacceptable conduct that will not be tolerated at any level. Sexual harassment is illegal conduct which undermines the employment or contractual relationship, has a substantial negative affect on morale, and interferes with the productivity and efficiency of this Department. More important, in human terms, sexual harassment threatens the mental, emotional, and physical well being of individuals.

Employees of the Department of Agriculture, or those persons employed under contract or other formal agreement with this Department, have a legal and ethical right to work and do business in a work environment free from any form of sexual harassment.

Any employee -- supervisory, nonsupervisory, or managerial -- engaging in sexual harassment is subject to disciplinary action including demotion, suspension, and/or removal (DPM Chapter 751, Appendix A, Table of Disciplinary Penalties).

This policy applies to employees of the Department in their dealings with Federal and non-Federal employees and in their dealings with persons employed under contract or other formal agreements with the Department.

Managers and supervisors who tolerate sexual harassment, who fail to take appropriate action on reports of sexual harassment, or who retaliate against employees who report or file complaints of sexual harassment also are subject to disciplinary action.

3 DEFINITION

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964, as amended. Sexual harassment also is a conduct issue covered by the Department of Agriculture conduct regulation (7 C.F.R. 0.735-11(b)(14)). Finally, sexual harassment is a prohibited personnel practice when it results in personnel decisions for or against an employee on the basis of conduct not related to performance, e.g., sex discrimination.

The Equal Employment Opportunity Commission (EEOC), at 29 C.F.R. 1604.11(a) defines sexual harassment as:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when -

- * Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- * Submission to or rejection of such conduct is used as the basis for employment decisions affecting such individual, or
- * Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

In addition to violating the law under Title VII, sexual harassment violates the Department conduct regulation which prohibits Department employees from:

"...participating in coercive or repeated unsolicited and unwelcome verbal comments, gestures, or physical contacts of a sexual nature or using implicit or explicit coercive sexual behavior in the process of conducting agency business, or to control, influence, or affect the career, salary, or job of an employee."

4 RESPONSIBILITIES

Every employee of the Department of Agriculture shares in the responsibility for preventing sexual harassment. Each employee is responsible for their own conduct and must know and support the Department policy on sexual harassment.

Although employees have an important role in preventing sexual harassment, managers and supervisors are legally and ethically responsible for knowing and enforcing the Department policy on sexual harassment.

Specifically, supervisors and managers must:

- * Communicate zero tolerance for sexual harassment;
- * Be aware of what is going on in the work place and monitor actively for signs of sexual harassment;
- * Set a clear example of appropriate work place behavior;
- * Ensure that their employees know the Department policy on sexual harassment including reporting procedures and penalties associated with sexual harassment;
- * Take seriously all allegations of sexual harassment and be aware that claims of sexual harassment are not limited to women;
- * Take swift and appropriate action against harassers up to and including removal;
- * Follow up with an employee who has reported sexual harassment to advise the employee of actions taken; and
- * Ensure that an employee reporting sexual harassment is protected from any form of reprisal.

The occurrence of sexual harassment is directly related to its level of tolerance. Managers and supervisors have the primary responsibility for ensuring zero tolerance for sexual harassment in their areas of responsibility.

October 16, 1992

5 REPORTING SEXUAL HARASSMENT

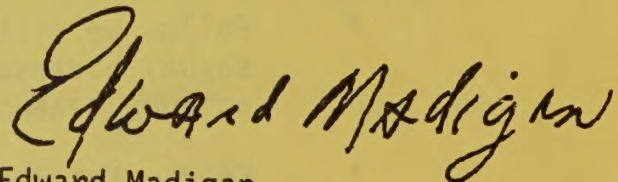
An employee who believes that he or she has been harassed sexually should tell the offender that his or her conduct is offensive and unwelcome, report the conduct to his or her immediate supervisor, or report the incident to the offender's supervisor.

Employees also may seek assistance or advice from an Equal Employment Opportunity (EEO) Counselor, Special Emphasis/Federal Women's Program Manager, Employee Relations Specialist, or union representative.

Employees are encouraged to call the Department of Agriculture Inspector General Hotline to report cases of sexual harassment (these calls may be reported anonymously). In the Washington D.C. area, call (202) 690-1622/690-1202 (TDD). Outside of the Washington D.C. area, call 1-800-424-9121.

Formal avenues of redress for employees include:

- * Filing a complaint through the EEO complaint process (contact the servicing EEO Offices, Federal Women's Program Manager, or designated EEO counselor for guidance on filing a complaint).
- * Filing a grievance under the provisions of DPM 771.
- * Filing a grievance under applicable negotiated agreement procedures (contact a designated union representative).
- * Filing a charge with the Office of Special Counsel.



Edward Madigan
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 15, 1984

SECRETARY'S MEMORANDUM 4310-2

DEPARTMENT AFFIRMATIVE ACTION PROGRAM PLAN FOR DISABLED VETERANS

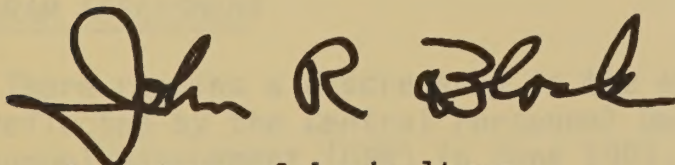
1 BACKGROUND AND PURPOSE

Section 403 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended (38 U.S.C. 2014), requires each Department or Agency in the Executive Branch to develop a plan to promote employment and job advancement opportunities for qualified disabled veterans. The Office of Personnel Management (OPM) is responsible for all aspects of the Program. OPM issued instructions to Federal Departments and Agencies to implement affirmative action plans for disabled veterans.

The Department made little progress in hiring disabled veterans during FY 1983. Therefore, we have made some changes to the Department's Affirmative Action Plan for Disabled Veterans.

A copy of the revised plan is attached. Agency Heads are responsible for implementation of the Plan within their Agency, and must provide the necessary staff and budget resources.

I urge you to review the Plan carefully and make sure that your Agency is conducting an affirmative action program for hiring disabled veterans.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D.C. 20250

March 17, 1964

MEMORANDUM FOR THE SECRETARY

ADMINISTRATIVE ACTION PROGRAM FOR THE DISABLED VETERANS

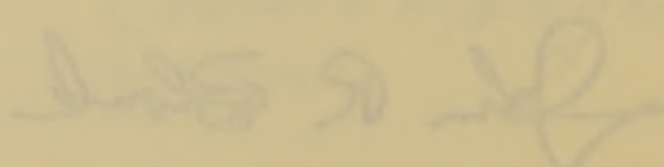
Enclosure

Section 403 of the Vietnam War Veterans Readjustment Assistance Act of 1974, as amended (38 U.S.C. 403), requires each Federal agency in the Executive Branch to develop a plan to provide employment and advancement opportunities for qualified disabled veterans. The Office of Personnel Management (OPM) is responsible for all aspects of the Federal Government's personnel system. OPM is currently developing a personnel action plan for disabled veterans.

The Department will initiate measures to bring disabled veterans during FY 1965. Therefore, we have made some changes to the Department's Administrative Action Plan for Disabled Veterans.

A copy of the revised plan is attached. Agency heads are responsible for implementation of the plan within their agency, and must provide the necessary staff and budget resources.

I urge you to review the plan carefully and make sure that your agency is conducting an administrative action program for hiring disabled veterans.



Secretary of Agriculture

APPENDIX A

DEPARTMENT OF AGRICULTURE
AFFIRMATIVE ACTION PROGRAM FOR
DISABLED VETERANSPOLICY

The Department of Agriculture recognizes an obligation to assist severely disabled veterans in obtaining employment, and fully supports a program to increase employment opportunities and advancement for disabled veterans, especially those who are 30 percent or more disabled.

PROGRAM LEADERSHIP AND RESPONSIBILITIES

- A. The Department's Affirmative Action Program for Disabled Veterans is under the general direction of the Assistant Secretary for Administration, with program management responsibility delegated to the Director of Personnel. The Department-wide Coordinator for Selective Placement is responsible for implementation of and monitoring the affirmative action program, and providing assistance to component coordinators, managers, and supervisors to ensure the success of the program.
- B. Each Agency Head within the Department is responsible for management of the program within the Agency, and must ensure that staff and budget resources are made available. Each Agency has a designated Coordinator located at headquarters level, who is responsible for implementing the program in the Agency, carrying out actions in support of the program, providing guidance and assistance to managers and component coordinators, and preparing reports as required.
- C. All field unit heads are responsible for the success of the program in their respective organizations. Every field unit having employment authority has a designated component coordinator to carry out program activities in the area.
- D. All managers and supervisors must be knowledgeable about the program and are responsible for ensuring equality of opportunity for disabled veterans.
- E. Personnel Officers are responsible for carrying out personnel policies and procedures that provide equal opportunity for disabled veterans.

PROGRAM ASSESSMENT

- A. There remains a discrepancy in the employment figures for disabled veterans as reflected by the Central Personnel Data File (CPDF) released by the Office of Personnel Management (OPM) in June 1983, and the statistics provided by the Department's National Finance Center (NFC). CPDF data fails to show any veterans with 30 percent or more disability employed by USDA, while our statistics show that as of the end of December 1983, the Department had 312 veterans with 30 percent or more disability on our rolls. This was a significant increase over the 65 veterans reported by NFC in April 1982. Some USDA agencies, on their own initiative, provided statistical data with their accomplishment reports this year. This data also showed that progress was made in hiring disabled veterans.

PROGRAM ASSESSMENT Contd.

To address this problem, Agencies should take steps to ensure that personnel actions on all disabled veterans are accurately recorded into the USDA computer system. In addition, our Employment and Executive Resources Staff will be working with OPM's staff to resolve this data discrepancy.

B. An evaluation of the program by the Office of Personnel revealed that for Fiscal Year 1983 only six agencies of the Department issued policy statements in support of the program and four agencies did not have established programs. Of the accomplishment reports received; eight were good, indicating agency efforts to hire and advance disabled veterans; three were fair, reporting some activity; three were poor, indicating little or no activity; and four were negative. Management must give its support to this program and ensure that adequate staff and budget resources are made available to carry out an affirmative action program.

C. Budget cuts and ceiling reductions adversely impacted new hires during the previous fiscal year. It is expected that this will continue through the current fiscal year.

D. Headquarters and field offices presently maintain contacts with vocational rehabilitation offices, state employment offices, veteran organizations, colleges, and other sources of disabled veterans. However, many times local listings of such sources are not up-to-date, or there may be little personal contact.

RECRUITMENT

A. General

The Department of Agriculture has an established Quality Recruitment Program which was developed to attract highly qualified candidates to meet agency staffing needs. It also has as one of its objectives, the requirement to identify disabled veterans through special recruitment efforts. The program calls for agencies to develop recruitment plans, and to review and update such plans annually to reflect necessary changes. This Recruitment Program described in Department Personnel Manual Chapter 332, Subchapter 1, will serve as the basis for all special recruitment efforts in support of the Affirmative Action Program for Disabled Veterans.

B. Specific Recruitment Actions

1. Talent Banks. Talent banks will provide selecting officials with a readily available source of qualified disabled veterans. Talent or skills banks will be established and maintained by agency employing offices. Agencies with talent banks for the selective placement program can expand the bank to include applications of disabled veterans. The talent bank operated by the Office of Personnel for handicapped applicants includes applications of disabled veterans. A list of applicants in the bank is distributed to all agencies on a regular basis.

2. Internal Recruitment. Agencies must provide for consideration of disabled veterans who are on the rolls in upward mobility, work-study, and merit promotion programs, and take steps to ensure that such employees are made aware of opportunities in the above programs.

3. Recruitment Contacts. Agencies will expand and maintain close liaison with all appropriate recruitment sources. These may include, but not be limited to, those cited under Program Assessment. Agencies must update listings of recruitment sources. Representatives from the recruitment sources should be invited to address agency managers and personnelists. Agencies will provide sources with information concerning the work and activities of the Department and Agency as well as vacancy notices and career information.

4. Special Events. Agencies will participate in special events, such as career days, veteran job fairs, conferences, National Employ the Handicapped Week activities, etc., that serve as sources of qualified veteran applications and promote awareness of the affirmative action program.

5. Use of Special Appointment Authorities. There are various special appointment authorities that can be used to appoint disabled veterans. Agencies will expand use of these authorities to provide employment for disabled veterans, and will provide training for personnel specialists on the use of the authorities.

COMMITMENT TO PROGRAM GOALS

It is imperative that this program receive full support at the Department level and in all agencies at headquarters level and field units. The following actions will be taken to achieve this commitment:

A. The Department Coordinator will be responsible for arranging for distribution of the Department Affirmative Action Program Plan. This will be accomplished through a letter to all agency heads, attaching the plan and seeking their support. The plan will also be published in the Department Personnel Manual under Chapter 720. Additional instructions will be issued as necessary.

B. Agencies will issue policy statements in support of the program, and will issue additional program guidelines, including action items, as necessary.

C. Agency heads, coordinators, personnel officers, and managers will ensure that the program is publicized through newsletters, films, workshops, seminars, and Regional, State, and regular staff meetings.

PROGRAM EVALUATION

This program will be subject to continuing review and evaluation as part of the regular personnel management evaluations conducted by the Office of Personnel. Further, the Department Coordinator will conduct periodic review of agency progress in meeting the program requirements. Program evaluation must also be included in each Agency's internal personnel management evaluation process.

March 15, 1984

ACCOMPLISHMENT REPORTS

Agencies must submit an annual program report for the previous fiscal year to the Office of Personnel by November 1 of each year. Reports must describe:

- (1) Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled. Specifically, what new initiatives have been made during this fiscal year.
- (2) Methods used to provide or improve internal advancement opportunities for disabled veterans.
- (3) A description of how the activities of field installations were monitored, reviewed, and evaluated.
- (4) An explanation of progress in implementing the Affirmative Action Plan during the fiscal year.
- (5) During this reporting period has hiring by your Agency been adversely affected by either a reduction in force, an employment freeze, significant budget cuts, or ceiling reductions? If so, explain.
- (6) Cite problems and make recommendations to improve the Department's Disabled Veterans Plan.
- (7) Did your Agency issue a Policy Statement during the fiscal year? If copy was not sent to the Office of Personnel, please attach to this report.

March 27, 1964

Dear Sir:

ADMINISTRATIVE INFORMATION

The following information is being furnished to you for your information. It is requested that you advise this office of any changes in the information furnished herein.

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UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 27, 1986

SECRETARY'S MEMORANDUM 4310-4

AFFIRMATIVE ACTION COMMITMENT FOR HANDICAPPED INDIVIDUALS

1 PURPOSE

The purpose of this Secretary's Memorandum is to reaffirm the Department of Agriculture's policy of ensuring full equality of opportunity for all individuals interested in employment or currently employed with USDA regardless of handicap.

2 POLICY

The Department of Agriculture recognizes its obligation to assist all handicapped individuals in obtaining employment and fully supports a program to increase employment and advancement opportunities for handicapped individuals.

Specifically, it is the policy that managers and supervisors will be responsible for:

- a Providing opportunities for employment, training and advancement for disabled persons.
- b Eliminating barriers, architectural and attitudinal, which exclude or limit handicapped persons in obtaining employment, training and advancement.
- c Applying resources toward the goal of increasing handicapped employment.

3 RESPONSIBILITIES

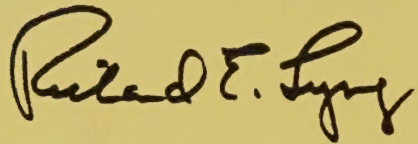
Managers and supervisors at all levels are responsible for carrying out the principles of equal employment opportunity (EEO) by ensuring that equal employment opportunity is a consideration in every management decision and an integral part of all personnel actions and employment decisions.

DISTRIBUTION: 43,
AOC

OPI: OP

October 27, 1986

As part of our overall commitment to all phases of EEO, supervisors and managers are being held accountable through the performance management system. Each Agency Head will assume personal responsibility for the recruitment and retention of handicapped employees in their agency and ensure that the policy of the United States Department of Agriculture, as stated herein, is carried out.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 19, 1989

SECRETARY'S MEMORANDUM 4310 -5

Disabled Veterans Affirmative Action
Program (DVAAP) Plan for USDA

BACKGROUND AND PURPOSE

Section 403 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended (38 U.S.C. 2014), requires each Department or Agency in the Executive Branch to develop a plan to promote employment and job advancement opportunities for qualified disabled veterans. The Office of Personnel Management (OPM) is responsible for all aspects of the Disabled Veterans Affirmative Action Program (DVAAP). OPM issued instructions to Federal Departments and Agencies to implement affirmative employment plans for disabled veterans which are outlined in Federal Personnel Manual (FPM) Chapter 720.

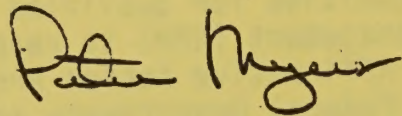
Attached is a copy of the Department's DVAAP Plan. This plan will cover FY 1988 through FY 1990. The plan is designed to address long-range initiatives and to promote the opportunity to connect with other Department-level Affirmative Employment Program objectives. Agencies' submissions of DVAAP Accomplishment Reports and the Departmental reporting requirements which identify special recruiting efforts as described in Department Personnel Manual (DPM) Chapter 332, Subchapter 1 will remain an annual requirement as outlined in the attached DVAAP Plan.

Agency Heads are responsible for management of the DVAAP within their Agency, providing appropriate staff and budget resources for effective program implementation, and are accountable for outreach efforts to serve underrepresented populations. In addition, each Personnel Servicing Agency is to designate a Coordinator at the headquarters level to be responsible for implementing the DVAAP based on Departmental objectives, carrying out actions in support of the program, monitoring program effectiveness and assessing agency progress in meeting program goals, providing guidance and assistance to managers and supervisors, designated Selective Placement Program Coordinators in Agencies' field components, and preparing reports as required.

January 19, 1989

Departmental figures on the attached comparison chart show USDA's progress in hiring veterans who are 30 percent or more disabled from 1986 to the present. The chart indicates a gain in employing disabled veterans in Clerical/Other White Collar (4 percent increase) and Blue Collar (33 percent increase) occupations. However, our statistics indicate that we still need to direct attention to recruiting disabled veterans in Professional/Administrative and Technical occupations. The attached plan offers approaches that will be essential to the attainment of additional desired work force profiles.

One of the key elements to program success is the involvement and commitment of top management. Agency Heads, managers and supervisors at all levels, are to be aware of the program requirements outlined in the attached DVAAP Plan, and provide adequate resources to carry out the principles of affirmative employment opportunities for disabled veterans, especially those who are 30 percent or more disabled.



Secretary of Agriculture
Acting

Attachment

APPENDIX A**DEPARTMENT OF AGRICULTURE
AFFIRMATIVE ACTION PROGRAM FOR
DISABLED VETERANS****1 POLICY**

The Department of Agriculture (USDA) recognizes an obligation to assist severely disabled veterans in obtaining employment, and fully supports a program to increase employment opportunities and advancement for disabled veterans, especially those who are 30 percent or more disabled.

2 PROGRAM LEADERSHIP AND RESPONSIBILITIES

(a) USDA's Affirmative Action Program for Disabled Veterans is under the general direction of the Assistant Secretary for Administration, with program management responsibility delegated to the Director of Personnel (OP). The Departmentwide Manager for the Selective Placement Program (subject matter expert) is responsible for the development, implementation, evaluation, and monitoring of the Affirmative Action Program; developing recommendations to enhance personnel processes affecting the recruitment, selection, utilization, training, and advancement of the represented group; analyzing personnel data for purposes of evaluating progress, developing initiatives, providing policy direction; and providing assistance to component coordinators, managers, and supervisors to ensure for the success of the program.

(b) Each Agency Head within the Department is responsible for management of the program within his or her Agency, providing appropriate staff and budget resources for effective program implementation, and ~~are held~~ accountable for outreach efforts to serve underrepresented populations. In addition, each Personnel Servicing Agency is to designate a Selective Placement Program Coordinator located at headquarters level to be responsible for implementing the Disabled Veterans Affirmative Action Program (DVAAP) based on Departmental objectives. This Coordinator will be responsible for carrying out actions in support of the program, monitoring program effectiveness, assessing Agency progress in meeting program goals, providing guidance and assistance to managers and designated Selective Placement Program Coordinators in Agencies' field components, and preparing reports as required.

(c) All field unit heads are responsible for the success of the program in their respective organizations. Every field unit having employment authority should have a designated Selective Placement Program Coordinator to carry out program activities in the area.

Appendix A

(d) All managers and supervisors must be knowledgeable about the program and are responsible for providing equal employment opportunities for disabled veterans.

(e) Personnel Officers are required to carry out Departmental policies and procedures by providing the necessary resources that will focus on and achieve better program effectiveness.

3 PROGRAM ASSESSMENT

(a) In order to monitor the number of veterans and disabled veterans employed within USDA, Agencies are to make certain personnel actions involving disabled veterans are accurately recorded into the USDA computer system. The data to be recorded includes information such as the total number of veterans and disabled employed in the Agency, identified by grade groupings, occupational categories, minority and nonminority status, and sex. In addition, each Agency must submit an Annual Accomplishment Report outlining the progress of their Agency in each of the seven areas addressed under Accomplishment Reports at the end of the plan.

Each Agency's report will be reviewed by the Department, progress will be evaluated, and apparent deficiencies addressed. (See Figure A-1 for further information on the Department's progress in hiring veterans who are 30 percent or more disabled.)

(b) The FY 1987 annual analysis of Agencies' submission of the DVAAP Accomplishment Report revealed that ceiling reductions adversely impacted new hires during the previous fiscal year. Although this appears to be a barrier in the selection and advancement of disabled veterans, Agencies are expected to continue to look at ways of hiring and advancing disabled veterans.

4 RECRUITMENT

(a) General

USDA has an established Quality Recruitment Program which was developed to attract highly qualified candidates to meet agency staffing needs. It also has as one of its objectives, the requirement to identify disabled veterans through special recruitment efforts. The program calls for agencies to develop recruitment plans, and to review and update such plans annually to reflect necessary changes. This Recruitment Program described in DPM Chapter 332, Subchapter 1, will serve as the basis for all special recruitment efforts in support of the affirmative employment for disabled veterans.

(b) Specific Recruitment Actions

(1) Disabled Veterans with 30 percent or More Disabilities.

Agencies are to encourage disabled veterans, especially those with 30 percent or more disabilities, to apply for existing vacancies. To provide incentive, the USDA Recruitment Bulletin contains the statement "Veteran Readjustment Appointment Eligibles, and veterans 30 percent or more disabled may be considered under special hiring authorities." This bulletin is published on a weekly basis and is sent to regional veterans administrative centers, Veterans Administration Hospitals, Department of Labor, and OPM veterans program representatives, as well as disabled veterans outreach offices and various rehabilitation Agencies. Recruitment efforts could be further enhanced by providing similar information on Agency dispensed vacancy announcements.

(2) Talent Bank. Talent or skills banks will be established and maintained by Agency employing offices. Talent banks will provide selecting officials with a readily available source of qualified disabled veterans. Agencies with talent banks for selective placement should expand banks to include applications of disabled veterans. A talent bank of disabled individuals including disabled veterans will also be operated by OP and the referral of applications to Agency Selective Placement Program Coordinators will be made on an ongoing basis.

(3) External Recruitment. The external recruitment function consists of those activities which relate to attracting veterans who are 30 percent or more disabled by identifying and utilizing or developing and implementing agency recruiting efforts. Agencies are to consider using external recruiting methods as a resource when seeking qualified disabled veteran candidates. (Examples are listed below under Recruitment Sources.)

Headquarters and field offices presently maintain contacts with vocational rehabilitation offices, State employment offices, veterans organizations, colleges, and other sources of disabled veterans. Agencies are to continue to use these contacts, and maintain personal contact with disabled veterans sources on an ongoing basis. To assist you in your recruitment effort of seeking qualified veterans and qualified disabled veterans, attached is a list of Veterans Administration Vocational Rehabilitation Offices (Figure A-2) and Counselors, and State Vocational Rehabilitation Agencies (Figure A-3).

(4) Recruitment Sources. To assist agencies in their recruitment effort of qualified veterans who are 30 percent or more disabled the Department is suggesting the following recruitment sources for agencies' use:

Appendix A

- Vocational Rehabilitation Services;
- veterans' organizations;
- State and local employment agencies;
- Veterans Administration (VA), including VA hospitals;
- private veteran assistance centers;
- organizations fostering the employment of individuals with disabilities; and,
- networking with other veterans who are employed in the Department.

(5) Internal Recruitment. Agencies must provide for consideration of disabled veterans who are on the rolls in upward mobility, intern, work-study, and merit promotion programs as a means of providing job mobility and career development. Additionally, Agencies must take steps to ensure that such employees are made aware of opportunities in the programs mentioned above. Vacancy announcements for positions in these programs are to be well publicized and strategically located so all employees are aware.

(6) Special Events. Agencies will participate in special events, such as career days, veteran job fairs, conferences, National Disability Employment Awareness Month activities, etc., which serve as sources of qualified veteran applications and promote awareness of the Affirmative Employment Program.

(7) Use of Special Appointment Authorities. Agencies should be aware of the special appointment authorities that can be used to appoint disabled veterans. Agencies will continue to expand the use of these authorities to provide employment for disabled veterans and will provide training for personnel specialists on the use of the authorities. A few examples of special appointing authorities are:

THIRTY PERCENT DISABLED: Under 5 U.S.C. 3112, a disabled veteran who has a compensable service-connected disability of 30 percent or more may be given a noncompetitive appointment in a Federal agency provided the veteran meets the job qualification standards. This appointment may lead to conversion to career or career-conditional employment.

VETERANS READJUSTMENT APPOINTMENT: The Veterans Readjustment Appointment is an excepted appointment which is addressed under 5 U.S.C. 3301, 3302. After 2 years of satisfactory performance on-the-job and participation in an agreed educational or training program, between the veteran and the employing agency, the veteran's appointment may be converted to career or career-conditional.

UNPAID TRAINING OR WORK EXPERIENCE

Training in the Civil Service: In addition to the special 30 percent appointment authority, a disabled veteran may work for a Federal agency while in training which is addressed under 38 U.S.C. Chapter 31 (Veterans Administration Vocational Rehabilitation). Subsequently, the veteran may receive a noncompetitive appointment to a vacancy for which qualified when training is completed. Placement does not have to be in the agency in which training was received.

5 COMMITMENT TO PROGRAM GOALS

It is imperative that this program receive full support at all levels in the Department (headquarters and field units). The following actions will be taken to achieve this commitment:

(a) The Department's Manager will be responsible for arranging for distribution of the Department Affirmative Action Plan. The plan will also be published by the Office of Personnel in the Departmental Personnel Manual under Chapter 720. Additional instructions will be written or communicated during Selective Placement Program Coordinator's meetings as necessary.

(b) Agencies will issue policy statements in support of the program, and will issue additional program guidelines, including action items, as necessary. Agencies may choose to do this at the time DVAAP Accomplishment Reports are requested by OP, and submit any guidelines relative to program implementation issued during that reporting period pertaining to the DVAAP Program as a supplemental.

(c) Agency Heads, coordinators, personnel officers, and managers will provide for publicity through newsletters, films, workshops, seminars, and regional, State, and regular meetings to name a few.

6 PROGRAM EVALUATION

This program will be subject to continuing review and evaluation as part of the regular personnel management evaluations conducted by OP. Further, the Department's Selective Placement Program Manager will assess Agency progress in meeting the program requirements. Program evaluation must also be included in each Agency's internal personnel management evaluation process.

7 ACCOMPLISHMENT REPORTS

Agencies must submit an annual program report for the previous fiscal year to OP by **November 1**. Reports must describe:

Appendix A

(a) Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled. Specifically, what new initiatives have been made during this fiscal year.

(b) Methods used to provide or improve internal advancement opportunities for disabled veterans.

(c) A description of how the activities of field installations were monitored, reviewed, and/or evaluated.

(d) An explanation of progress in implementing the Affirmative Action Plan during the fiscal year.

(e) Any adverse affects in hiring or retention by either reduction-in-force, employment freeze, significant budget cuts, or ceiling reductions. If so, explain.

(f) Any concerns in implementing the program; and recommendations to improve the Department's Disabled Veterans Plan.

(g) Any Policy Statement guidelines, including action items, issued during the fiscal year are to be attached.

Figure A-1

The following chart shows a comparison of USDA's progress in hiring disabled veterans with 30 percent or more disabilities during the last two fiscal years:

USDA 30% OR MORE DISABLED VETERANS

<u>OCCUPATIONAL CATEGORY</u>	<u>FY 86</u>	<u>FY 87</u>
ALL OCCUPATIONS	443	424
PROFESSIONAL/ADMINISTRATIVE	157	125
GS & Equiv. 5-12	130	122
GS & Equiv. 13+	27	3
TECHNICAL	204	204
GS & Equiv. 1-4	12	28
GS & Equiv. 5-12	192	176
GS & Equiv. 13+	-	-
CLERICAL/OTHER WHITE COLLAR	49	51
BLUE-COLLAR	33	44
WG 1-4	10	11
WG 5-8	15	17
WG 9+	5	10
WL Pay Plan	1	1
WS Pay Plan	2	5

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Table 1

The following table shows the results of the analysis of the data obtained from the experiments conducted on the 10/10/50. The results are given in the form of a table, and the data are arranged in the order in which they were obtained.

Experimental Conditions		Results	
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
37	38	39	40
41	42	43	44
45	46	47	48
49	50	51	52
53	54	55	56
57	58	59	60
61	62	63	64
65	66	67	68
69	70	71	72
73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	100

VA VOCATIONAL REHABILITATION OFFICES

STATE	CITY	VOC-REHAB OFFICER	PHONE
Alabama	Montgomery	Bobby Wise	(205) 832-7145
Alaska	Anchorage	Gary Lerner	(907) 271-2292
Arkansas	Little Rock	Ray Ortega	(501) 378-5243
Arizona	Phoenix	Scott K. Nielson, Jr.	(602) 241-2788
California	Los Angeles	John Miller	(213) 824-7722
	San Diego	Donald C. Tisch	(714) 293-5746
	San Francisco	Gerald E. Albert	(415) 974-0200
Colorado	Denver	John T. Copper	(303) 980-2777
Connecticut	Hartford	James C. Malley	(203) 240-3396
D.C.	Washington	Betty L. Bender	(202) 275-1390
Delaware	Wilmington	Robert J. Burton	(302) 998-0194
Florida	St. Petersburg	Peter L. Frank	(813) 893-3107
Georgia	Atlanta	Patrick Sweeney	(404) 347-3791
Hawaii	Honolulu	Thomas A. Akamu	(808) 546-2127
Idaho	Boise	James Sherer	(208) 334-1063
Illinois	Chicago	Carl E. Smith	(312) 353-9478
Indiana	Indianapolis	Don K. Back	(317) 269-7906
Iowa	Des Moines	Arlyn Weieneth	(515) 284-4373
Kansas	Wichita	Joseph J. Monsam	(316) 269-6842
Kentucky	Louisville	Leonard Mullins	(502) 582-5836
Louisiana	New Orleans	Kenneth A. Frick	(504) 589-6431
Maine	Togus	Fred S. Judkins, II	(207) 623-8411
Maryland	Baltimore	Michael D. Tomsey	(301) 962-4678
Mass.	Boston	James T. Bradley	(617) 565-2630
Michigan	Detroit	Robert Dickow	(313) 226-4300
Minnesota	St. Paul	Verlan W. Ott	(612) 725-3166
Miss.	Jackson	M. Selby Parker	(601) 960-4861
Missouri	St. Louis	Greg Taylor	(314) 425-5141
Montana	Fort Harrison	Robert L. Sexton	(406) 442-6410
Nebraska	Lincoln	Mark E. Brady	(402) 437-5011
Nevada	Reno	Gerald C. Braun	(702) 784-5580
New Hampshire	Manchester	Harry V. MacNeill	(603) 666-7661
New Jersey	Newark	Richard C. Franco	(201) 645-2648
New Mexico	Albuquerque	Peter J. Furek	(505) 766-2221
New York	Buffalo	John J. Grandits	(716) 846-5262
	New York	Howard M. Sisson, Jr.	(212) 620-6470
North Carolina	Winston-Salem	Charles A. O'Bryant	(919) 761-3451
North Dakota	Fargo	Charles A. Perkins	(701) 237-5771
Ohio	Cleveland	Steven E. Simon	(216) 522-3534
Oklahoma	Muskogee	Robert Spencer	(918) 687-2143
Oregon	Portland	H. Gordon Campbell	(503) 221-2622
Pennsylvania	Philadelphia	William F. Adams	(215) 951-5237
	Pittsburgh	Edward "Tracy" Alton	(412) 644-6620
Puerto Rico	San Juan	Sonia M. Moreno	(809) 753-4286
Rhode Island	Providence	Edmundo A. Pantejo	(401) 528-4426
South Carolina	Columbia	J. Glenn Harrison	(803) 765-5272
South Dakota	Sioux Falls	Cletus D. Weis	(605) 336-3230
Tennessee	Nashville	James A. Hitson	(615) 736-7136
Texas	Houston	Dawson R. Warren	(713) 660-4308
	Waco	Gary O. Pirkle	(915) 757-6771
Utah	Salt Lake City	Louis A. Winkler	(801) 524-5470
Vermont	White River Jct.	Stanley R. Hunton	(802) 295-9363
Virginia	Roanoke	Franklin J. Pierce, Jr	(703) 982-6424
Washington	Seattle	Don Monson	(206) 442-7095
West Virginia	Huntington	Malcolm D. Farmer	(304) 529-5743
Wisconsin	Milwaukee	Terrence P. Collins	(414) 671-8222
Wyoming	Cheyenne	John Hackett	(307) 778-7338

LIST OF DVB STATIONS
VR&C OFFICERS*

STATION	STREET ADDRESS	NAME	PHONE NUMBERS	
			FTS	COMMERCIAL
Montgomery, AL 36104 (28)	474 South Court Street	Bobby Wise	8-534-7145	(205) 832-7145
Anchorage, AK 99501 (28)	235 East 8th Avenue	Gary Lerner	8-907-271-2291	(907) 271-2291
N. Little Rock, AR 72115 (28)	P.O. Box 1280 Bldg. 65, Fort Roots	Ray Ortega	8-740-3780	(501) 370-3780
Phoenix, AZ 85012 (28)	3225 North Central	Scott K. Nielson, Jr.	8-261-2725	(602) 241-2788
Los Angeles, CA 90024 (28)	Federal Building 11000 Wilshire Blvd.	John Miller	8-793-7588/9	(213) 824-7722
San Diego, CA 92108 (28)	2022 Camino Del Rio, North	Donald C. Tisch	8-895-5746	(714) 293-5746
San Francisco, CA 94105 (28)	211 Main Street	Gerald E. Albert	8-454-0200	(415) 974-0200
Denver, CO 80225 (28)	P.O. Box 25126	John T. Copper	8-326-2777	(303) 980-2777
Hartford, CT 06103 (28)	450 Main Street	James C. Malley	8-244-3396	(203) 240-3396

*All VR&C (Vocational Rehabilitation and Counseling) offices are part of the Veterans Administration's Department of Veterans Benefits (DVB). Field offices are located in VARO (VA Regional Offices) unless otherwise noted. In each regional office the mailing symbol (28) denotes VR&C operations. On this list, stations are alphabetized by state.

VR&C Headquarters is located at the VA Central Office in Washington, D.C. For information regarding employment of disabled veterans, contact William Jayne or Kim Graber, VR&C Operations (226B), Veterans Administration, 1000 Vermont Avenue, Washington, D.C. 20420. Phone numbers are (202) 233-2026 and 5456. FTS is 373-2026/5456.

Figure A-2

PHONE NUMBERS

<u>STATION</u>	<u>STREET ADDRESS</u>	<u>NAME</u>	<u>FTS</u>	<u>COMMERCIAL</u>
Washington, DC 20421 (28)	941 N. Capitol St., NE	Betty L. Bender	8-275-1390	(202) 275-1390
Wilmington, DE 19805 (28)	VA Med.&Reg.Off.Ctr. 1601 Kirkwood Hwy.	Robert J. Burton	8-487-5412	(302) 998-0194
St. Petersburg, FL 33731 (28)	P.O. Box 1437 (Mailing Address) 144 First Avenue, South	Peter L. Frank, Jr.	8-826-3107	(813) 893-3107
Atlanta, GA 30365 (28)	730 Peachtree St., NE	Patrick Sweeney	8-257-3791/2	(404) 347-3791
Honolulu, HI 96850 (28)	PJCK Building 300 Ala Moana Blvd. P.O. Box 50188 (mailing address)	Thomas A. Akamu	8-808-541-1500	(808) 546-2127
Boise, ID 83702 (28)	Federal Building & US Court House 550 W. Fort Street	James Sherer	8-554-1063	(208) 334-1063
Chicago, IL 60680 (28)	536 So. Clark Street P.O. Box 8136	Carl E. Smith	8-353-9478	(312) 353-9478
Indianapolis, IN 46204 (28)	575 N. Pennsylvania Street	Don K. Back	8-331-7906	(317) 269-7906
Des Moines, IA 50309 (28)	210 Walnut Street	Arlyn Weieneth	8-862-4373	(515) 284-4373
Wichita, KS 67211 (28)	VA Med.&Reg.Off.Ctr. 901 George Washington Bld.	Joseph J. Monsam	8-752-3842	(316) 269-3842
Louisville, KY 40202 (28)	Federal Office Building 600 Federal Place	Leonard Mullins	8-352-5836	(502) 582-5836

Figure A-2

January 19, 1989

PHONE NUMBERS

<u>STATION</u>	<u>STREET ADDRESS</u>	<u>NAME</u>	<u>FTS</u>	<u>LOCAL</u>
New Orleans, LA 70113 (28)	701 Loyola Avenue	Kenneth A. Frick	8-682-6471	(504) 589-6431
Togus, ME 04330 (28)	VA Med.&Reg.Off.Ctr.	Fred S. Judkins, II	8-833-5464	(207) 623-8411 Ext. 5464
Baltimore, MD 21201 (28)	Federal Building 31 Hopkins Plaza	Michael D. Tomsey	8-922-4678	(301) 962-3268
Boston, MA 02203 (28)	JFK Federal Building Government Center	James T. Bradley	8-835-2630	(617) 835-2630
Detroit, MI 48226 (28)	Patrick V. McNamara Federal Building 477 Michigan Avenue	Robert Dickow	8-226-4308	(313) 226-4300
St. Paul, MN 55111 (28)	VA Reg.Off.&Ins.Ctr. Federal Building Fort Snelling	Verlan W. Ott	8-725-3167	(612) 725-3165
Jackson, MS 39269 (28)	Federal Building 100 W. Capitol Street	M. Selby Parker	8-490-4862	(601) 960-4861
St. Louis, MO 63103 (28)	Federal Building 1520 Market Street	Greg Taylor	8-279-5141	(314) 425-5141
Fort Harrison, MT 59636 (28)	VA Med.&Reg.Off.Ctr.	vacant	8-585-7274	(406) 442-6410 Ext. 274
Lincoln, NE 68508 (28)	Federal Building 100 Centennial Mall North	Mark E. Brady	8-541-5015	(402) 471-5011
Reno, NV 89520 (28)	1201 Terminal Way	Gerald C. Braun	8-470-5650	(702) 784-5580
Manchester, NH 03103 (28)	275 Chestnut Street Norris Cotton Federal Building	Harry V. MacNeill	8-834-7475	(603) 666-7661

ploy

Figure A-2

<u>STATION</u>	<u>STREET ADDRESS</u>	<u>NAME</u>	<u>PHONE NUMBERS</u>	
			<u>FTS</u>	<u>LOCAL</u>
Newark, NJ 07102 (28)	20 Washington Place	Richard C. Franco	8-341-2646	(201) 645-2648
Albuquerque, NM 87102 (28)	Dennis Chavez Federal Building	Peter J. Furek	8-272-2221 2222 or 2286	(505) 766-3361
Ruffalo, NY 14202 (28)	Federal Building 111 W. Huron Street	John J. Grandits	8-437-5262	(716) 846-5283
New York, NY 10001 (28)	252 Seventh Avenue at 24th St.	Howard M. Sisson, Jr.	8-660-6470	(212) 620-6470
Winston-Salem, NC 27155 (28)	Federal Building 251 Main Street	Charles A. O'Bryant	8-670-3452	(919) 761-3451
Fargo, ND 58102 (28)	655 First Avenue, North	Charles A. Perkins	8-783-5637 or 5684	(701) 237-5771 Ext. 637
Cleveland, OH 44199 (28)	Anthony J. Celebrezze Federal Building 1240 East 9th Street	Steven E. Simon	8-942-2583	(216) 522-3534
Muskogee, OK 74401 (28)	Federal Building 125 S. Main St.	Robert Spencer	8-736-2143	(918) 687-2143
Portland, OR 97204 (28)	Federal Building 1220 SW Third Avenue	H. Gordon Campbell	8-423-2622	(503) 221-2622
Philadelphia, PA 19101 (28)	VA Reg. Off. & Ins. Ctr. 5000 Wissahickon Avenue	William F. Adams	8-486-5237	(215) 951-5237
Pittsburgh, PA 15222 (28)	1000 Liberty Avenue	Edward "Tracy" Alton	8-722-6621	(412) 644-6620
San Juan, PR 00936	GPO Box 4867 Federal Building Hato Rey	Sonia M. Moreno	8-809-753-4286	(809) 753-4286

Figure A-2

January 19, 1989

<u>STATION</u>	<u>STREET ADDRESS</u>	<u>NAME</u>	<u>PHONE NUMBERS</u>	
			<u>FTS</u>	<u>LOCAL</u>
Providence, RI 02903 (28)	380 Westminster Mall	Edmundo A. Pantejo	8-838-4426	(401) 528-4426
Columbia, SC 29201 (28)	1801 Assembly Street	J. Glenn Harrison	8-677-5272	(803) 765-5271
Sioux Falls, SD 57101 (28)	VA Med.&Reg.Off.Ctr. P.O. Box 5046	Cletus D. Weis	8-789-6081	(605) 336-2980 Ext. 404
Nashville, TN 37203 (28)	110 Ninth Ave., South	James A. Hiltson	8-852-7136	(615) 251-7136
Houston, TX 77054 (28)	2515 Murworth Drive	Dawson R. Warren	8-526-2308	(713) 660-4308
Waco, TX 76799 (28)	1400 North Valley Mills Drive	Gary O. Pirkle	8-728-6771	(915) 757-6771
Salt Lake City, UT 84147 (28)	Federal Building 125 South State Street P.O. Box 11500	Louis A. Winkler	8-588-5470	(801) 524-5470
White River Jct., VT 05001 (28)	VA Med.&Reg.Off.Ctr.	Stanley R. Hunton	8-834-1575	(802) 295-9363 Ext. 575
Roanoke, VA 24011 (28)	210 Franklin Road, SW	Franklin J. Pierce, Jr	8-937-6424	(703) 982-6424
Seattle, WA 98174 (28)	Federal Building 915 Second Avenue	Don Monson	8-399-7095	(206) 442-7095
Huntington, WV 25701 (28)	640 Fourth Avenue	Malcolm D. Farmer	8-924-5743	(304) 529-5743
Wood, WI 53295	P.O. Box 6	Terrence P. Collins	8-362-8222/8276	(414) 671-8222
Cheyenne, WY 82001 (28)	VA Med.&Reg.Off.Ctr. 2360 E. Pershing Blvd.	John Hackett	8-328-7338	(307) 778-7338 Ext. 250

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 11, 1989

SECRETARY'S MEMORANDUM 4310-6

AFFIRMATIVE EMPLOYMENT COMMITMENT FOR
INDIVIDUALS WITH DISABILITIES

1 PURPOSE

The purpose of this Secretary's Memorandum is to provide continued Departmental focus and commitment on achieving equitable affirmative employment for physically and mentally challenged individuals of all races, national origin, and age groups in all occupations.

One of the key elements of this program's success is Department level commitment and involvement. I intend to continue to support the policy which recognizes an obligation to assist individuals with disabilities in obtaining equitable affirmative employment in all occupations and grade levels. It is my goal to build upon that commitment by challenging all (Agency Heads, managers, supervisors, and employees) to strive to make a difference in the Department's commitment in all programs concerned with disabled individuals.

2 POLICY

The Department recognizes its obligation to assist physically and mentally challenged individuals not only in the area of recruitment, but in retention, reasonable accommodations, and accessibility.

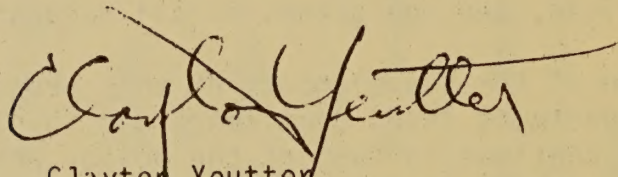
It is the policy of the Department that managers and supervisors are responsible for providing opportunities for employment, training, and advancement; including eliminating barriers that would exclude or limit disabled individuals because of job structure or design, architectural, transportation, communication, procedural, or attitudinal barriers.

August 11, 1989

3 RESPONSIBILITIES

Employees within the Department at all levels must be knowledgeable about the program and are responsible for carrying out the principles of affirmative employment, retention, and training for disabled individuals.

As part of the Department's commitment to affirmative employment for the disabled, each Agency Head will continue to be responsible for the management of the program within his or her agency and providing appropriate resources for effective program implementation. In addition, supervisors and managers will continue to be held accountable for efforts to serve underrepresented populations through the performance management system.



Clayton Yeutter
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

May 4, 1994

SECRETARY'S MEMORANDUM 4410-3

WORKERS' COMPENSATION AND RETURN TO WORK PROGRAM

1 PURPOSE

The Federal Employees' Compensation Act (FECA) provides compensation benefits to civilian employees of the United States due to personal injury (including occupational disease) sustained while in the performance of duty. FECA also provides for the payment of benefits to dependents if job-related injury or disease causes the employee's death. In the Department of Agriculture (USDA), FECA is administered through the USDA Workers' Compensation and Return to Work Programs.

First and foremost, USDA is obligated to provide employees with a safe and healthful work environment. When a work-related injury or illness occurs, that obligation shifts to ensuring that rightful benefits are paid to the injured employee, or his or her survivors, promptly.

USDA will also ensure that disabled employees are given the opportunity to return as productive members of the work force. This return may be to the position previously held, to a modified position, to a position with another agency, or even to a position in the private sector.

USDA must also effectively manage these programs to provide proper service to employees while controlling costs.

2 POLICY

Workers' Compensation and Return to Work Programs will be effectively managed in USDA to control costs while providing rightful benefits to eligible employees, or their survivors.

May 4, 1994

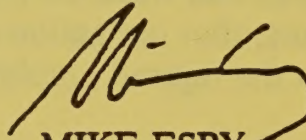
Injured employees will be promptly given an opportunity for reemployment when medical evidence shows that their disability has ended, or that they have recovered sufficiently to return to work in a limited capacity.

Limited duty positions, and other forms of accommodation, will be used to permit partially disabled employees to reenter the USDA work force.

3 RESPONSIBILITIES

The Director of Personnel will establish Department policy for the management and oversight of these programs within USDA.

Agency Heads will actively support the goals and objectives of this program by providing program emphasis, and by applying adequate agency resources. Agency Heads will also designate a responsible program manager to ensure that these goals and objectives are met within their agencies.



MIKE ESPY
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 1, 1988

SECRETARY'S MEMORANDUM 4430-1

USDA DRUG-FREE WORKPLACE PROGRAM

1 PURPOSE

Executive Order 12564, signed by the President on September 15, 1986, establishes the goal of a Drug-Free Federal Workplace. The Executive Order makes it clear that Federal employees are required to refrain from the use of illegal drugs, that the use of illegal drugs by Federal employees on or off duty is contrary to the efficiency of the service, and that persons who use illegal drugs are not suitable for Federal employment.

The Executive Order recognizes that illegal drug use has serious adverse effects upon a significant proportion of the national workforce, resulting in the loss of billions of dollars each year. Illegal drug use by Federal employees impairs their efficiency and good judgment, undermines public confidence in the Government, and can pose a serious threat to the health and safety of the public and other Federal employees.

The U.S. Department of Agriculture is responsible for protecting our national food supply, the agricultural economy, and many of the natural resources of this country. USDA establishes and enforces policies which affect every aspect of agriculture. Illegal drug use by our employees can have a negative impact on the production, marketing, and safety of agricultural commodities and natural resources.

Therefore, USDA has an obligation to eliminate illegal drug use and its effects from our workplace.

2 DRUG-FREE WORKPLACE PROGRAM

USDA's Drug-Free Workplace Program has these major components:

- employee counseling and rehabilitation
- employee education, and training for supervisors
- testing of certain employees and applicants for illegal drug use

DISTRIBUTION: AOC
Special

OPI: OFM

The United States Department of Agriculture "Plan for a Drug-Free Workplace" ("USDA Plan") sets forth detailed policies and procedures for implementing USDA's Drug-Free Workplace Program.

This Memorandum summarizes important information you should know about the drug testing portion of the Program, which will begin no earlier than 60 days from the date of this Memorandum.

3 PERSONS WHO WILL BE TESTED

- a Employees in Testing Designated Positions. Certain positions have been chosen to be in a pool subject to random testing for illegal drug use. These are jobs that are sensitive or otherwise involve safety or security responsibilities. For more details and the reasons why the incumbents of these jobs must be drug-free, refer to the USDA Plan. Employees in these positions will receive individual notices not less than 30 days before testing starts informing them that their positions have been designated as Testing Designated Positions. Thereafter, individual employees will be selected for testing by random statistical methods.
- b Applicants for safety-related positions. All applicants for Testing Designated Positions which are safety-related will be subject to testing for illegal drug use. Vacancy announcements for these positions will carry a notification to applicants that they are subject to testing.
- c Employees suspected of using illegal drugs. A supervisor or manager who has reasonable suspicion that an employee may be using illegal drugs may recommend that the employee be tested based on physical symptoms, erratic behavior, and other criteria explained in the USDA Plan.
- d Employees involved in safety-related incidents. When an employee has apparently caused a fatality, injury requiring hospitalization, or property damage in excess of \$10,000 while on the job, the employee will be tested for illegal drug use.
- e Employees who volunteer for drug testing. Any employee not in a Testing Designated Position may volunteer for the random testing pool to demonstrate a commitment to our goal of a drug-free workplace, and to set an example for other employees.
- f Employees who have been referred to counseling or rehabilitation programs. Employees who have been found through this Program to be using illegal drugs will be subject to follow-up testing for two years after they complete a counseling or rehabilitation program.

4 DRUG TESTING PROCEDURES

- a Urine specimens will be analyzed by laboratories certified by the Department of Health and Human Services, using a series of tests that are highly accurate and reliable.
- b Employees tested may elect to have a second sample collected at the same time as the USDA sample and have it submitted by the sample collector at the employee's expense to a second HHS-approved laboratory of their choice, as provided in the USDA Plan.
- c As added safeguards, laboratory test results will be verified by the Medical Review Officer, and persons tested will have an opportunity to give this physician medical documentation of lawful use of otherwise illegal drugs.
- d Positive test results must be verified by the Medical Review Officer and will be highly confidential and will be disclosed only under conditions specified in the USDA Plan.

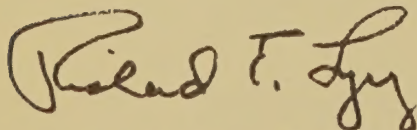
5 EMPLOYEE COUNSELING SERVICES PROGRAM

USDA agency Employee Counseling Services Programs (ECSP) offer confidential assessment, short-term counseling, and referral services to employees for a wide range of drug, alcohol, and mental health problems. Employees who are found to be using illegal drugs will be referred to ECSP for help. All medical and rehabilitation records are confidential "patient" records and may not be disclosed without the prior written consent of the employee.

Employees who use illegal drugs are encouraged to identify themselves to the ECSP and receive counseling or rehabilitation. They will not be subject to disciplinary action as long as they are in the program and afterwards as long as they remain drug-free.

6 INQUIRIES

Employees who are interested in inquiring about the ECSP should call Carol Pape, FTS 447-3010.



Secretary of Agriculture

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the government of the United States has
the right to regulate the commerce
between the United States and foreign
countries.

The second of these is the fact that
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UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 12, 1981

SECRETARY'S MEMORANDUM 4600-1

MEMORANDUM TO ALL EMPLOYEES

Implementation of Security Program

I recently announced my concern regarding the number of crimes committed against USDA employees, as well as thefts of government and personal property in this Headquarters complex. The security of our working environment is of paramount concern to me and these crimes constitute an unacceptable situation. To remedy this problem, I have directed that a number of changes be made in the way security is handled here at Headquarters. The new security system will be implemented in several stages, with the assistance and cooperation of GSA. The first phase to be implemented in the next several days is as follows:

1. A security education program, utilizing the recently appointed security officers to increase the level of awareness of Headquarters employees regarding the new security program, will begin immediately. The control point will be OIG.
- 2 All employees, and those non-employees who are permanently assigned to USDA Headquarters, will be required to carry their identification cards at all times and to produce them upon request by authorized personnel. Those employees or non-employees, without USDA approved identification cards, will be issued them.
- 3 A number of entrances and exits will be closed and locked and access and egress will be at designated points only, during posted specified hours. Points of entrance and exit will be monitored at all times.
- 4 All visitors will be required to obtain, display, and surrender upon leaving, a visitor's identification pass.
- 5 Government property will be removed from the Headquarters complex only in strict compliance with current property pass requirements.
- 6 There will be an increase in the number of Federal Protective Service Officers and contract duty guards assigned round the clock.

DISTRIBUTION: C

OPI: OIG

June 12, 1981

I am pleased to report to you that as a result of the activity we have already initiated there have been no significant incidents in the past two weeks. I know you all share my determination to safeguard the working environment we are in, and that you will cooperate in implementing and maintaining a security program that will achieve this objective.



John R. Block

SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 29, 1981

SECRETARY'S MEMORANDUM 4600-2

MEMORANDUM TO ALL EMPLOYEES IN THE WASHINGTON METROPOLITAN AREA

Implementation of Security Program

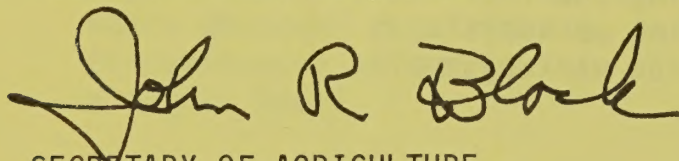
Effective August 15, 1981, all USDA employees and non-USDA employees working in the USDA complex, shall be required to display their Form AD-422, "USDA Photo Identification Card," or a comparable authorized identification card (ID), on their person at all times while in the complex.

The ID's will be displayed by means of a badge clip attached to the ID, or a chain necklace. Each agency's administrative staff is currently distributing these clips and necklaces. Employees should start displaying their ID as soon as possible.

Employees who have not received their ID should make arrangements through their administrative staff to obtain one as soon as possible.

On August 15, 1981, barring the unforeseen, uniformed contract guards will be stationed at selected entrance/exit points to the complex. Display of the ID will be required to gain entrance to the complex. The exit/entrance points are shown in Table 1.

Your continued cooperation with the security program is appreciated.



SECRETARY OF AGRICULTURE

Table 1

Beginning on August 3, 1981, access to the complex will be limited as follows:

SOUTH BUILDING:

- (1) Wing 4 on Independence Avenue
24 hours a day - every day
- (2) Wing 2 on Independence Avenue
6:00 a.m. to 6:00 p.m. on workdays
- (3) 14th Street door (location of handicap ramp)
6:00 a.m. to 6:00 p.m. on workdays
- (4) Wing 1 on "C" Street
6:00 a.m. to 6:00 p.m. on workdays
- (5) Wing 3 on "C" Street
6:00 a.m. to 6:00 p.m. on workdays

ADMINISTRATION BUILDING:

- (1) Main entrance on Jefferson Drive
6:00 a.m. to 6:00 p.m., 7 days a week
- (2) Center door on Independence Avenue (to patio)
6:00 a.m. to 6:00 p.m. on workdays

AUDITORS BUILDING:

- (1) 14th Street door on the corner
6:00 a.m. to 6:00 p.m. on workdays
- (2) Back entrance off parking court
6:00 a.m. to 9:00 a.m. on workdays
4:00 p.m. to 6:00 p.m. on workdays

COTTON ANNEX:

Main Entrance on 12th Street
6:00 a.m. to 6:00 p.m. on workdays

GHI BUILDING:

500 12th Street
6:00 a.m. to 6:00 p.m. on workdays

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 15, 1982

SECRETARY'S MEMORANDUM 5000-1

Reducing and Controlling Wasteful Year-end Spending

1 PURPOSE

As we approach the end of fiscal year 1982, each agency and staff office is reminded of the importance of avoiding unnecessary year-end spending. Controlling year-end spending is essential to our efforts to combat waste, fraud and mismanagement; thereby restoring public confidence in the integrity of the Government. Public funds should be used only for necessary program purposes and should not be obligated solely to commit funds before they lapse.

The Office of Management and Budget recently issued a memorandum titled "Reducing and Controlling Wasteful Year-end Spending" which is attached as Appendix A. The memorandum includes guidance to agencies to ensure that:

- a Obligations of funds provided by 1982 supplemental appropriations are made only in an efficient and effective manner. Funds that are provided too late to be used efficiently and effectively should not be obligated.
- b Obligations for the fourth quarter of the fiscal year are no higher than the average for the first three quarters, except where seasonal requirements, essential program objectives, circumstances unique to this fiscal year, or leadtimes justify a higher level.
- c Orders for services, supplies, materials, and equipment are not more than needed to meet approved essential program objectives.
- d Grants and other forms of Federal assistance are subjected to rigorous review, meet current priorities, are funded only in justified amounts, and are not made just to keep funds from lapsing or to keep them from being reported as unobligated.

- e Use of funds in areas that are particularly vulnerable to wasteful spending are reduced or controlled as a precautionary measure in accordance with previous OMB instructions.

For example:

- (1) Federal travel needs to be curbed at or below the level estimated for 1982 in the President's 1983 budget, and controlled in accordance with OMB Bulletin No. 82-11.
- (2) Use of consulting services should be closely scrutinized for compliance with OMB Circular No. A-120 and the Department's Management Control System for consulting services.

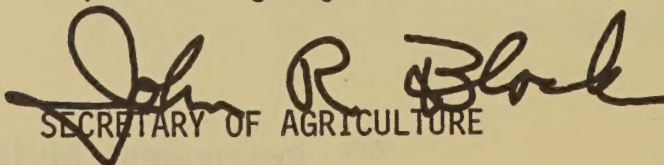
In addition to wasted resources, year-end spending has yet another seriously detrimental effect: It may serve to promote hasty procurements. In many cases, applicable regulations are violated or stretched beyond the limits of reasonable interpretation. Such hasty procurements may compromise the integrity of both procurement personnel and the procurement process. Program and procurement officials are reminded that they will be held accountable for authorizing actions which violate proper procurement procedures.

Program officials and technical personnel can do their part in avoiding unnecessary year-end spending by effectively planning major projects and procurements well in advance to assure that required delivery dates are met and fair and reasonable prices are obtained. The best assurances for these are:

- a thorough preaward planning;
- b development of clear, concise, and unrestrictive work statements;
- c discriminating cost and price analyses;
- d independent audits, when required; and
- e maximum competition.

2 ACTION

I expect all Departmental program and administrative managers to cooperate in this important endeavor by making every effort to ensure that this directive is fully implemented in their respective agency or staff office.


SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 13, 1984

SECRETARY'S MEMORANDUM 5000- 2

Competition in the Awarding of Contracts, Grants, and Cooperative
Agreements to Further Research, Extension, and Teaching Programs

1 PURPOSE

This memorandum sets forth the Department's policy regarding competition in the awarding of contracts, grants, and cooperative agreements to further research, extension, or teaching programs in the food and agricultural sciences.

2 BACKGROUND

Section 1439 of the National Agricultural Research, Extension, and Teaching Policy Act Amendments of 1981 (Title XIV of P.L. 97-98) added a new section 1472 to the National Agricultural Research, Extension, and Teaching Policy Act of 1977 (Title XIV OF P.L. 95-113). Section 1472 confers general authority upon the Secretary of Agriculture to enter into contracts, grants, and cooperative agreements to further research, extension, or teaching programs in the food and agricultural sciences. Unless otherwise provided in the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended, it further authorizes the Secretary to enter into these contracts, grants, and cooperative agreements without competition.

Section 1472 therefore authorizes an exception to the requirements of the Federal Property and Administrative Services Act of 1949, as amended, and the implementing Federal Acquisition Regulation, which requires competition to the maximum extent practicable in the acquisition of property and services for the Federal Government; and also authorizes an exception to the provisions of 31 U.S.C. 6301-6308, formerly the Federal Grant and Cooperative Agreement Act of 1977 (P.L. 95-224), which encourages competition in making grants and cooperative agreements.

Historically, full and free competition has been viewed as promoting economy, efficiency, and effectiveness in the acquisition of property and services for the Government. The Comptroller

General report, "Less Sole-Source, More Competition Needed on Federal Civil Agencies' Contracting" (PLRD-82-40, April 7, 1982, at pp. 1-2), states that:

"... All qualified potential contractors should have the opportunity to do business with the Government and the right to strive with others on an equal basis. Contracts should not be awarded on the basis of favoritism but should go to those offering the most advantageous contracts to the Government. Offering all qualified contractors the opportunity to compete also helps to minimize collusion. In addition, competition is intended to ensure that the Government pays, and the contractor receives prices that represent reasonable payment for the work.

"The benefits of competition go beyond short-term price advantage. The competitive process provides a means for finding out what is available to meet a particular Government need and picking the best solution. The most important benefits of competition can often be the improved ideas, designs, technology or quality of products and services that potential contractors are motivated to seek, produce, or develop to obtain Government contracts. The chance of winning a Government contract or the threat of losing it provides a key incentive for greater efficiency and effectiveness. When competition is restricted, the Government loses opportunities not only to obtain lower prices but also to increase its overall productivity and the effectiveness of its programs."

These reasons, supporting competition in contracting, make good sense and represent the objectives of the Department of Agriculture in the conduct of its contract, grant, and cooperative agreement activities.

3 POLICY

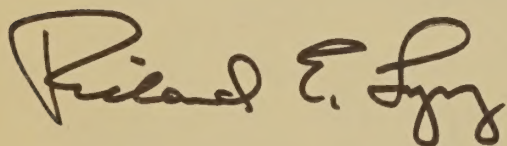
It is the policy of this Department that competition to the maximum extent practicable shall be sought in the award of contracts, grants, and cooperative agreements. To ensure the benefits of competition, the use of the authority granted by section 1472 of P.L. 95-113, as amended, to enter into contracts, grants, and cooperative agreements to further research, extension, or teaching programs in the food and agricultural sciences without regard to any requirements for competition, shall be limited to

those instances where it can be determined that a noncompetitive award is in the best interest of the Government and necessary to the accomplishment of the research, extension, or teaching program.

Therefore, noncompetitive contract awards shall be made only when supported by a written determination by the contracting officer as required by the Federal Acquisition Regulation. Further, grants and cooperative agreements shall be entered into only after competition unless the awarding official makes a determination in writing that competition is not deemed appropriate for the particular transaction.

4 ACTION

The Assistant Secretary for Administration shall implement this policy within 90 days by amending the Agriculture Acquisition Regulation and the Department's Uniform Federal Assistance Regulations.

A handwritten signature in dark ink, appearing to read "Richard E. Lynn". The signature is fluid and cursive, with the first name "Richard" being the most prominent part.

ACTING SECRETARY

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 15, 1983

SECRETARY'S MEMORANDUM 5000-24

Reducing and Controlling Wasteful Year-end Spending

1 PURPOSE

As we approach the end of Fiscal Year 1983, each agency and staff office is again reminded of the importance of eliminating wasteful year-end spending. Controlling year-end spending is essential to this Administration's efforts to combat waste, fraud and mismanagement, and is necessary in restoring public confidence in the integrity of the Government. Public funds should be used only for necessary program purposes and should not be obligated solely to commit funds before they lapse.

On June 21, 1983, the Office of Management and Budget issued a memorandum titled, "Reducing and Controlling Wasteful Year-end Spending", which is attached as Appendix A. The memorandum includes guidance to agencies to ensure that:

- a Employees have been advised of the standards of conduct as they apply to wasteful spending and the possible sanctions and penalties, and that they are apprised of how to report waste and fraud and the protections that are available for employees making such reports.
- b Obligations for the fourth quarter of the fiscal year are no higher than the average for the first three quarters, except where seasonal requirements, essential program objectives, circumstances unique to this fiscal year, or leadtimes justify a higher level.
- c Orders for services, supplies, materials, and equipment are not more than needed to meet approved essential program objectives.
- d Administrative type expenses required to implement needed management reform shall proceed in a planned and deliberate manner. Computer systems shall not be purchased prematurely to obligate funds.

August 15, 1983

- e Grants and other forms of Federal assistance are subjected to rigorous review, meet current priorities, are funded only in justified amounts, and are not made just to keep funds from lapsing or to keep them from being reported as unobligated.

In addition to wasted resources, year-end spending frequently promotes hasty last minute procurements that are often ill conceived and of questionable legality. Such procurements may compromise the integrity of both procurement personnel and the procurement process. Program and procurement officials are reminded that they will be held accountable for authorizing actions which violate proper procurement procedures.

Program officials and technical personnel can do their part in avoiding unnecessary year-end spending by effectively planning major projects and procurements well in advance to ensure that required delivery dates are met and fair and reasonable prices are obtained. The best assurances for these are:

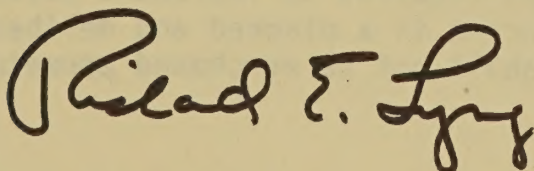
- a thorough preaward planning in compliance with each agency's advance procurement planning system;
- b submission of requisitions as early as possible in the fiscal year;
- c development of clear, concise, and unrestrictive specifications and work statements;
- d discriminating cost and price analyses;
- e independent audits, when required; and
- f maximum competition.

2 ACTION

I expect all Departmental program and administrative managers to cooperate in this important endeavor by making every effort to ensure that this directive is fully implemented in their respective agency or staff office.

3 CANCELLATIONS

Departmental Notice 5000-17, Controlling Year-end Spending, August 31, 1982, and Secretary's Memorandum 5000-1, Reducing and Controlling Wasteful Year-end Spending, September 15, 1982, are superseded by this memorandum and are hereby rescinded.



ACTING

SECRETARY OF AGRICULTURE

August 15, 1983

SM 5000-24



APPENDIX A
EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

M-83-19

June 21, 1983

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: David A. Stockman *DA*

SUBJECT: Reducing and Controlling Wasteful Year-End Spending

Prevention of waste and inefficiency in Federal programs is a top priority of this Administration. We must continue our efforts to eliminate wasteful year-end spending by Federal officials who obligate funds simply so that the funds will not be reported as unobligated or lapse at the end of the fiscal year. Furthermore, obligations should not be made without taking sufficient time to ensure reasonable cost and accountability. As we enter the final quarter of fiscal year 1983, please give special attention to preventing this potential problem in your agency. Your personal attention is necessary because the only effective way to eliminate this type of waste is vigorous management attention that is supported by strong audit, investigation, and enforcement programs.

I have asked the Administrator of the Office of Federal Procurement Policy to continue to assist you by providing updated guidance on ways to prevent specific types of wasteful year-end spending.

I ask that you issue instructions to your staff to ensure that:

- Employees have been advised of the standards of conduct as they apply to wasteful spending and the possible sanctions and penalties, and that they are apprised of how to report waste and fraud and the protections that are available for employees making such reports.
- Obligations for the fourth quarter of the fiscal year are no higher than the average for the first three quarters, except where seasonal requirements, essential program objectives, circumstances unique to this fiscal year, or lead-times justify a higher level.
- Orders for services, supplies, materials, and equipment are not more than needed to meet approved essential program objectives.

August 15, 1983

(Additional procurement guidance by the Administrator of the Office of Federal Procurement Policy is attached.)

- Administrative type expenses required to implement needed management reform shall proceed in a planned and deliberate manner. Computer systems shall not be purchased prematurely to obligate funds.
- Grants and other forms of Federal assistance are subjected to rigorous review, meet current priorities, are funded only in justified amounts, and are not made just to keep funds from lapsing or to keep them from being reported as unobligated.

Special attention should be paid to controlling the use of funds in areas that are particularly vulnerable to wasteful spending, e.g., travel, consulting and related services, periodicals, pamphlets and audiovisual products and other areas identified by assessments made pursuant to OMB's guidelines for implementing the Federal Managers' Financial Integrity Act and OMB Circular No. A-123 on Internal Controls.

Contracting officers, program managers, and policy officials who are responsible for initiating or reviewing procurement and grant actions should carry out their responsibilities in a way that assures compliance with this guidance.

We also ask that Inspectors General pay particular attention to year-end spending. Inspector General personnel, auditors, and legal counsel should consider noncompliance with the aforementioned requirements to be an indication of waste.

You should ask your Inspector General to conduct an assessment of the validity of a sample of the procurements awarded in the fourth quarter. Such an approach has had a valuable deterrent effect in the past. To the extent allowed by law or regulations, disciplinary action should be taken against executive officials and employees who waste public funds.

I count on your full cooperation and personal attention to save the taxpayers as much money as possible in support of the President's objectives.

Attachment

CHECKLIST FOR PREVENTING WASTEFUL YEAR-END SPENDING

A. Standards of Conduct

1. Have employees been advised of the standards of conduct as they apply to wasteful spending and the possible sanctions and penalties?
2. Have employees been apprised of their duty to and the methods of reporting waste and fraud including hotline telephone numbers and the protections that are available to employees making waste and fraud reports?
3. Contracts or other documents must not be post dated.
4. Procurement actions should not be delegated or assigned to field or base stations, regional or other subordinate offices or other activities or agencies, nor should any other action be taken to avoid proper review, clearance, approvals or other such internal controls.
5. Contracts to former Government employees must be closely reviewed and clearly justified.

B. Need Determination

1. Is the request part of a current approved plan?
2. Is the request for more property or services than is needed to meet approved and essential program objectives?
3. Is the request duplicative in whole or in part?
4. Has a lease vs. purchase review been completed if appropriate?
5. Is the modified request for purchase of additional items or services not contained in the original procurement request or contractor proposal? Is this because estimated funding needs were in excess of the funds actually required to meet the funding requirements of the original request? Is it fully justified?

6. Purchases or orders for equipment, supplies, or services should not be approved unless they have been planned in advance or are needed to meet an emergency and comply with agency internal controls.
7. Funds should not be obligated for requirements-type or task contracts in excess of anticipated needs based on projections from prior use and current operating levels.
8. The procurement of consulting and related services and modifications of current consulting and related services contracts must be reviewed for compliance with current controls.
9. Purchases by or orders from the General Services Administration, the Defense Logistics Agency, or other central procurement offices, or off Federal Supply Schedules should not be in excess of current use or inventory requirements. Use and inventory requirement must be validated. Orders should not be placed if delivery cannot be made in time to meet current need or inventory requirements.
10. Procurement actions must be reviewed to ensure that they are essential, the minimum necessary, not superfluous or "gold-plated."
11. To avoid duplication or underutilization and to foster greater economy and efficiency, users should ensure maximum utilization of available inventories and the proper use of all available resources including excess property.
12. Intragovernmental agreements for the common use or loan of equipment, services and facilities should be used when cost effective.
13. Items should not be replaced while they still are usable unless replacement is essential to meet program objectives or substantial cost savings will result. Materials and equipment should be repaired and reused whenever practicable.
14. Renovation, moving or redecorating, should only be done when it is essential to program objectives, required because of lease arrangements or in an emergency to protect the health and safety of employees. In any case, it should only be the minimum necessary.

C. Good Procurement Practice and Accountability

1. Is there time to ensure that normal procurement practices are followed?
2. A cost or price analysis, and a determination that the Government is paying only fair and reasonable prices and will receive all appropriate discounts and credits, should be made for all contracts or modifications.

3. All noncompetitive proposals should be audited or audit information obtained, unless reasonableness of price can be established clearly by other means.
4. Certification of current cost or pricing data should not be used as a substitute for preaward price negotiation.
5. Initiation of procurements in the fourth quarter for award in the fiscal year should generally be limited to small purchases or to emergency unscheduled requirements.

D. Method of Contractor Selection

1. Will a noncompetitive contract be necessary? Is it fully justified? Have plans been made to prevent subsequent noncompetitive contracts?
2. Are grants reviewed to ensure they are the proper vehicle in accordance with the Grant and Cooperative Agreement Act P.L. 95-224 and are not used to avoid procurement procedures?
3. "Unsolicited" proposals should be truly unsolicited and should not be accepted unless they are truly unique or innovative and are for an essential program requirement. Award will only be made after strict compliance with regulations on unsolicited proposals.
4. Procurements should not be divided just to come within small purchase procedures. In accordance with good procurement practices, requests should be consolidated if it would be more cost effective to do so. However, this should not be construed to prohibit breakout of items for small or minority business.
5. Short response times or restrictive requirements must not be used as methods to avoid open competition or as means of "steering" contracts.

E. Use of Existing Contracts

1. If the request is for the exercise of options or the funding of the later years of a multi-year contract, is it fully justified, still necessary? Is the option or later year still reasonably priced?
2. If the requests are purchases off Federal Supply Schedules or orders against basic ordering agreements or requirements-type contracts, are they fully justified as to need, pricing and the method of contracting?
3. If the request is to add funds to an ongoing contract with a Government-Owned/Contractor-Operated facility, a Federal Contract Research Center, or a Federally Funded Research and Development

Center, is the requirement clearly defined, is it fully justified? Are such contracts being used as a means to circumvent procurement requirements? Are subcontract awards being directed by the Federal agency?

4. Funds obligated to cover unpriced items, such as changes, spare parts and data, should not be in excess of current best estimates of need for those items. Additional obligations in excess of the original procurement request must be clearly justified.
5. Funds for letter contracts should not be obligated in excess of that allowed by regulations, nor should letter contracts be used solely as a vehicle to obligate funds that would otherwise lapse.
6. When contracts are modified or supplemental agreements issued to increase the level of effort or procure additional tasks, items or services, the additional requirements must be validated. The subcontracting of substantial parts of such modifications, change orders or tasks may indicate contracts are being used as vehicles to avoid competition.
7. Funds for contractor-operated supply stores or other logistic support-type contracts should not be obligated in excess of current requirements or used as a vehicle to make directed procurements nor should they otherwise be used to avoid agency internal management controls.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 21, 1986

SECRETARY'S MEMORANDUM 5007-2

Eliminating Wasteful Spending

1 PURPOSE

This memorandum is being issued as an annual reminder to agency heads and staff office directors concerning the importance of eliminating wasteful year-end spending. Controlling year-end spending is essential to the Government's efforts to combat waste, fraud, abuse, and mismanagement, and is necessary to restore public confidence in the integrity of the Government. Further, the Comptroller General and the Department's Office of the General Counsel have held that the obligation of annual appropriations for a purchase that does not fulfill a bona fide need of the current fiscal year constitutes a reportable violation of the Antideficiency Act.

It should be noted that fiscal year 1986 appropriations for Agriculture, Rural Development and related agencies' programs may be used for one-year contracts which are to be performed in two fiscal years if the total amount of such contracts is obligated in the current fiscal year. This is an exception to the bona fide needs rule applicable primarily to service contracts that otherwise would be severable by fiscal year.

Attached is a checklist issued by the Office of Management and Budget (Appendix A) for the use of program managers to ensure that:

- a Employees are aware of appropriate standards of conduct that apply to wasteful spending and the possible sanctions and penalties;
- b Employees are aware of how to report waste, fraud and abuse, and the protections that are available to employees making such reports;

DISTRIBUTION: 50

OPI: 00

- c To the extent allowed by law and regulations, disciplinary action is taken against anyone who fraudulently uses or wastes public funds;
- d Obligations for the fourth quarter of the fiscal year are no higher than the average for the first three quarters, except where program changes justify a higher level;
- e Orders for services, supplies, materials, and equipment have been planned appropriately in the agency's advanced acquisition plan and that orders do not exceed quantities needed to meet approved program objectives;
- f Administrative type expenditures required to implement needed management reform are planned properly;
- g Grants and other forms of Federal assistance are subjected to rigorous review, meet current priorities, and are funded only in justified amounts.
- h Special attention is paid to controlling the use of funds in areas that are particularly vulnerable to wasteful spending, e.g., travel, consulting and related services, periodicals, pamphlets and audiovisual products.

In addition to wasted resources, year-end spending frequently promotes hasty last minute procurements that are often ill conceived and of questionable legality. Such procurement may compromise the integrity of both program and procurement personnel and the procurement process.

2 CANCELLATION

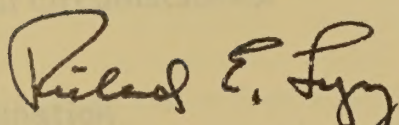
Secretary's Memorandum 5007-1, dated July 29, 1985, is canceled.

3 ACTION

I ask each of you to assume full responsibility for implementing this directive within your respective agencies and offices.

Program managers can avoid hasty year-end spending by effectively planning projects and related procurements as required by Departmental Regulation 5007-1, Advanced Acquisition Planning. By doing so, required delivery dates can be met and fair and reasonable prices can be obtained. The best assurances for achieving timely delivery and reasonable prices are:

- a Plans that are developed in compliance with DR 5007-1 and the individual agency advance acquisition planning systems;
- b Follow-up actions that are taken to insure that requisitions are submitted as determined by the advance acquisition plans;
- c Clear, concise, and unrestrictive specifications and work statements;
- d Discriminating cost and price analyses;
- e Independent audits, when required; and
- f Full-and-open competition.


SECRETARY OF AGRICULTURE

1. The Secretary of Agriculture is authorized to make such investigations and reports as he may deem necessary for the purpose of determining the extent and character of the damage done to the crops of the United States by insects, diseases, and other causes, and to make such recommendations as he may deem proper for the prevention and mitigation of such damage.

2. The Secretary of Agriculture is authorized to make such investigations and reports as he may deem necessary for the purpose of determining the extent and character of the damage done to the crops of the United States by insects, diseases, and other causes, and to make such recommendations as he may deem proper for the prevention and mitigation of such damage.

3. The Secretary of Agriculture is authorized to make such investigations and reports as he may deem necessary for the purpose of determining the extent and character of the damage done to the crops of the United States by insects, diseases, and other causes, and to make such recommendations as he may deem proper for the prevention and mitigation of such damage.

4. The Secretary of Agriculture is authorized to make such investigations and reports as he may deem necessary for the purpose of determining the extent and character of the damage done to the crops of the United States by insects, diseases, and other causes, and to make such recommendations as he may deem proper for the prevention and mitigation of such damage.

5. The Secretary of Agriculture is authorized to make such investigations and reports as he may deem necessary for the purpose of determining the extent and character of the damage done to the crops of the United States by insects, diseases, and other causes, and to make such recommendations as he may deem proper for the prevention and mitigation of such damage.

6. The Secretary of Agriculture is authorized to make such investigations and reports as he may deem necessary for the purpose of determining the extent and character of the damage done to the crops of the United States by insects, diseases, and other causes, and to make such recommendations as he may deem proper for the prevention and mitigation of such damage.

7. The Secretary of Agriculture is authorized to make such investigations and reports as he may deem necessary for the purpose of determining the extent and character of the damage done to the crops of the United States by insects, diseases, and other causes, and to make such recommendations as he may deem proper for the prevention and mitigation of such damage.

Richard E. Lusk
SECRETARY OF AGRICULTURE

1986

APPENDIX A

**CHECK LIST FOR PREVENTING
WASTEFUL YEAR-END SPENDING**

A. Standards of Conduct

1. Have employees been advised of the expected standards of conduct as they apply to wasteful spending and the possible sanctions and penalties if conduct is improper or required procedures are not followed?
2. Have employees been apprised of their duty to report and the methods of reporting waste and fraud including hotline telephone numbers (attached) and the protections that are available to employees making waste and fraud reports?
3. Contracts or other documents must not be postdated under any circumstances.
4. Procurement actions should not be delegated or assigned to field or base stations, regional or other subordinate offices or other activities or agencies, to avoid proper review, clearance, approvals or other such internal controls required at the headquarters level.
5. Contracts to former Government employees must be closely reviewed and clearly justified. Conflict of interest considerations must play a major role in this assessment and approval and such conflicts avoided under all circumstances.

B. Need Determination

1. Is the request part of a current approved budget plan?
2. Is the request for more property or services than is currently needed to meet approved and essential program objectives or can it be postponed or delayed to a more propitious time?
3. Is the request duplicative in whole or in part of some other ongoing Government program? Is it prudent and within the constraints of existing law and bona fide need rules.
4. Has a lease vs. purchase cost benefit review been completed, if appropriate?
5. Is the request for purchase of additional items or services not contained in the original procurement request or contractor proposal? Is this because original estimated funding needs were in excess of the funds

actually required to meet the funding requirements? Is it fully justified? What events transpired to bring about the need for additional funding requirements?

6. Purchases or orders for supplies or services should not be approved unless they have been planned in advance, properly solicited in The Commerce Business Daily, or, are needed to meet an emergency and comply with agency internal controls under OMB Circular A-123 and the Federal Managers' Financial Integrity Act, PL 97-255.
7. Funds should not be obligated for requirements-type or task contracts in excess of anticipated needs based on projections from prior use and current operating levels.
8. The procurement of consulting and advisory services and modifications of current consulting and advisory services contracts must be reviewed for compliance with current controls under OMB Circulars A-120 and A-123.
9. Purchases by, or orders from, the General Services Administration, the Defense Logistics Agency, or other central procurement offices, or off Federal Supply Schedules should not be in excess of current use or inventory requirements. Use and inventory requirements must be validated. Orders should not be placed if delivery cannot be made in time to meet current need or inventory requirements. Unpriced orders or undefinitized contractual actions should not be resorted to except in emergency or unusual situations. If used, such orders shall be funded at the minimal level so as to protect the Government's interest in subsequent negotiations.
10. Procurement actions must be reviewed to ensure that they cover essential, minimum requirements and not superfluous or "gold-plated" supplies.
11. To avoid duplication or underutilization and to foster greater economy and efficiency, users should ensure maximum utilization of available inventories and the proper use of all available resources including excess property before procuring new or additional supplies or quantities.
12. Items should not be replaced while they still are usable unless replacement is essential to meet program objectives, productivity would be increased, or substantial cost savings will result. Materials and equipment should be repaired and reused whenever practicable and when cost effective.
13. Renovation, moving or redecorating, should only be done when it is essential to program objectives, required because of lease arrangements or in an emergency to protect the health and safety of employees. In any case, it should be only the minimum necessary to meet program objectives.

C. Good Procurement Practice and Accountability

1. Is there time to ensure that normal procurement practices are followed? If not, the file should be documented as to why the procurement process was compressed to the point where good practices were not followed and to avoid repetition of this weakness in future fiscal years.
2. A cost or price analysis, and a determination that the Government is paying only fair and reasonable prices and will receive all appropriate discounts and credits, should be made for all contracts or modifications.
3. All noncompetitive proposals should be audited or audit information obtained, unless reasonableness of price can be established clearly by other accepted means.
4. Certification of current cost or pricing data should not be used as a substitute for preaward price negotiation.
5. Initiation of procurements in the fourth quarter for award in the fiscal year should generally be limited to small purchases or to emergency unscheduled requirements with appropriate solicitation in The Commerce Business Daily.

D. Method of Contractor Selection

1. Will a noncompetitive contract be necessary? Is it fully justified and documented. Have plans been made to prevent subsequent noncompetitive contracts? Has the contracting activity adhered to the requirements of the Competition in Contracting Act (PL 98-369).
2. Are grants reviewed to ensure they are the proper vehicle in accordance with the Federal Grant and Cooperative Agreement Act (P.L. 95-244) and are not used to avoid procurement procedures? Does the use of a grant violate a legislative mandate or authorization?
3. "Unsolicited" proposals should be truly unsolicited and should not be accepted unless they demonstrate unique or innovative concepts not otherwise available or resembling a pending competitive proposal and are for a current essential program requirement. Award will only be made after strict compliance with regulations on unsolicited proposals, including appropriate documented rationale for the decision.
4. Procurements should not be divided just to come within small purchase procedures. In accordance with good procurement practices, requests should be consolidated if it would be more cost effective to do so, to take advantage of quantity pricing. However, this should not be construed to prohibit breakout of items for small or minority business.

5. Short response times or restrictive requirements must not be used as methods to avoid full and open competition or as means of "steering" contracts to pre-selected or favored offerors.
6. You are reminded that statutes and implementing regulations require that all proposed procurement actions of \$10,000 and above be synopsisized in The Commerce Business Daily at least 15 days prior to issuance of a solicitation.

E. Use of Existing Contracts

1. If the request is for the exercise of options or the funding of the later years of a multi-year contract, is the procurement still necessary and fully justified? Is the option for later years still reasonably priced based on historical costs for immediately preceding years?
2. If the requests are purchases off Federal Supply Schedules or orders against basic ordering agreements or requirements-type contracts, are they fully justified as to current need, pricing and the method of contracting? This applies particularly for high-waste vulnerable items.
3. If the request is to add funds to an ongoing contract with a Government Owned/Contractor Operated facility, a Federal Contract Research Center, or a Federally Funded Research and Development Center, is the requirement clearly defined? Is it fully justified? Are such contracts being used as a means to circumvent procurement requirements? Are subcontract awards being directed by the Federal agency?
4. Funds obligated to cover unpriced items, such as changes, spare parts and data, should not be in excess of current best estimates of need for those items. Additional obligations in excess of the original procurement request must be clearly justified.
5. Funds for letter contracts should not be obligated in excess of that allowed by regulations, nor should letter contracts be used solely as a vehicle to obligate funds that would otherwise lapse.
6. When contracts are modified or supplemental agreements issued to increase the level of effort or procure additional tasks, items or services, the additional requirements must be validated. The subcontracting of substantial parts of such modifications, change orders or tasks may indicate contracts are being used as vehicles to avoid competition.

7. Funds for contractor operated supply stores or other logistic support-type contracts should not be obligated in excess of current requirements or used as a vehicle to make directed procurements nor should they otherwise be used to avoid agency internal management controls. Accepted techniques and mechanisms for control of inventories, such as usage checks and economic order quantities, should be employed.

1. The Board has considered the contract between the contractor and the Government for the purchase of certain equipment and materials. The Board has found that the contract is in accordance with the provisions of the Contract Disputes Act of 1964, and that the contractor has performed its obligations under the contract. The Board has recommended that the contract be approved and that the Government pay the amount due to the contractor.

2. The Board has also considered the contract between the contractor and the Government for the purchase of certain equipment and materials. The Board has found that the contract is in accordance with the provisions of the Contract Disputes Act of 1964, and that the contractor has performed its obligations under the contract. The Board has recommended that the contract be approved and that the Government pay the amount due to the contractor.

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6. The Board has also considered the contract between the contractor and the Government for the purchase of certain equipment and materials. The Board has found that the contract is in accordance with the provisions of the Contract Disputes Act of 1964, and that the contractor has performed its obligations under the contract. The Board has recommended that the contract be approved and that the Government pay the amount due to the contractor.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 21, 1988

SECRETARY'S MEMORANDUM 5007-4

Eliminating Wasteful Spending

1 PURPOSE

This memorandum is being issued as an annual reminder to agency heads and staff office directors concerning the importance of eliminating wasteful year-end spending. Controlling year-end spending is essential to the Government's efforts to combat waste, fraud, abuse, and mismanagement, and is necessary to restore public confidence in the integrity of the Government. Further, the Comptroller General and the Department's Office of the General Counsel have held that the obligation of annual appropriations for a purchase that does not fulfill a bona-fide need of the current fiscal year could constitute a reportable violation of the Antideficiency Act.

Attached is a checklist issued by the Office of Management and Budget (Appendix A) for the use of program managers to ensure that:

- a Employees are aware of appropriate standards of conduct that apply to wasteful spending and the possible sanctions and penalties;
- b Employees are aware of how to report waste, fraud and abuse, and the protections that are available to employees making such reports;
- c To the extent allowed by law and regulations, disciplinary action is taken against anyone who fraudulently uses or wastes public funds;

- d Obligations for the fourth quarter of the fiscal year are no higher than the average for the first three quarters, except where seasonal requirements, essential program objectives, leadtimes or program changes justify a higher level;
- e Orders for services, supplies, materials, and equipment have been planned appropriately in the agency's advanced acquisition plan and that orders do not exceed quantities needed to meet approved program objectives;
- f Administrative type expenditures required to implement needed management reform are planned properly;
- g Grants and other forms of Federal assistance are subjected to rigorous review, meet current priorities, and are funded only in justified amounts;
- h Special attention is paid to controlling the use of funds in areas that are particularly vulnerable to wasteful spending, e.g., travel, consulting and related services, periodicals, pamphlets and audiovisual products.

In addition to wasted resources, year-end spending frequently promotes hasty last minute procurements that are often ill conceived and of questionable legality. Such procurement may compromise the integrity of both program and procurement personnel and the procurement process.

2 CANCELLATION

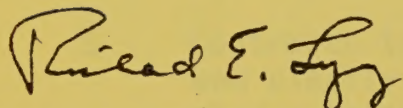
Secretary's Memorandum 5007-2, dated May 6, 1987, is canceled.

3 ACTION

I ask each of you to assume full responsibility for implementing this directive within your respective agencies and offices.

Program managers can avoid hasty year-end spending by effectively planning projects and related procurement as required by Departmental Regulation 5007-1, Advanced Acquisition Planning. By doing so, required delivery dates can be met and fair and reasonable prices can be obtained. The best assurances for achieving timely delivery and reasonable prices are:

- a Plans that are developed in compliance with DR 5007-1 and the individual agency advance acquisition planning systems;
- b Follow-up actions that are taken to insure that requisitions are submitted as determined by the advance acquisition plans;
- c Clear, concise, and unrestrictive specifications and work statements;
- d Discriminating cost and price analyses;
- e Independent audits, when required; and
- f Full-and-open competition.



SECRETARY OF AGRICULTURE

APPENDIX A

CHECK LIST FOR PREVENTING
WASTEFUL YEAR-END SPENDING

A Standards of Conduct

- 1 Have employees been advised of the expected standards of conduct as they apply to wasteful spending and the possible sanctions and penalties if conduct is improper or required procedures are not followed?
- 2 Have employees been apprised of their duty to report and the methods of reporting waste and fraud including hotline telephone numbers and the protections that are available to employees making waste and fraud reports?
- 3 Contracts or other documents must not be postdated under any circumstances.
- 4 Procurement actions should not be delegated or assigned to field or base stations, regional or other subordinate offices or other activities or agencies, to avoid proper review, clearance, approvals or other such internal controls required at the headquarters level.
- 5 Contracts to former Government employees must be closely reviewed and clearly justified. Conflict of interest considerations must play a major role in this assessment and approval and such conflicts avoided under all circumstances.

B Need Determination

- 1 Is the request part of a current approved budget plan?
- 2 Is the request for more property or services than is currently needed to meet approved essential program objectives or can it be postponed or delayed to a more propitious time?
- 3 Is the request duplicative in whole or in part of some other ongoing Government program? Is it prudent and within the constraints of existing law and bona fide need rules.
- 4 Has a lease vs. purchase cost benefit review been completed, if appropriate?
- 5 Is the request for purchase of additional items or services not contained in the original procurement request or contractor proposal? Is this because original estimated funding needs were in excess of the funds actually required to meet the funding requirements? Is it fully justified? What events transpired to bring about the need for additional funding requirements?

- 6 Purchases or orders for supplies or services should not be approved unless they have been planned in advance, properly solicited in The Commerce Business Daily, or, are needed to meet an emergency and comply with agency internal controls under OMB Circular A-123 and the Federal Managers' Financial Integrity Act, PL 97-255.
- 7 Funds should not be obligated for requirements-type or task contracts in excess of anticipated needs based on projections from prior use and current operating levels.
- 8 The procurement of consulting and advisory services and modifications of current consulting and advisory services contracts must be reviewed for compliance with current controls under OMB Circulars A-120 and A-123.
- 9 Purchases by, or orders from, the General Services Administration, the Defense Logistics Agency, or other central procurement offices, or off Federal Supply Schedules should not be in excess of current use or inventory requirements. Use and inventory requirements must be validated. Orders should not be placed if delivery cannot be made in time to meet current need or inventory requirements. Unpriced orders or undefinitized contractual actions should not be resorted to except in emergency or unusual situations. If used, such orders shall be funded at the minimal level so as to protect the Government's interest in subsequent negotiations.
- 10 Procurement actions must be reviewed to ensure that they cover essential, minimum requirements and not superfluous or "gold-plated" supplies.
- 11 To avoid duplication or underutilization and to foster greater economy and efficiency, users should ensure maximum utilization of available inventories and the proper use of all available resources including excess property before procuring new or additional supplies or quantities.
- 12 Items should not be replaced while they still are usable unless replacement is essential to meet program objectives, productivity would be increased, or substantial cost savings will result. Materials and equipment should be repaired and reused whenever practicable and when cost effective.
- 13 Renovation, moving or redecorating, should only be done when it is essential to program objectives, required because of lease arrangements or in an emergency to protect the health and safety of employees. In any case, it should be only the minimum necessary to meet program objectives.

C Good Procurement Practice and Accountability

- 1 Is there time to ensure that normal procurement practices are followed? If not, the file should be documented as to why the procurement process was compressed to the point where good practices were not followed and to avoid repetition of this weakness in future fiscal years.
- 2 A cost or price analysis, and a determination that the Government is paying only fair and reasonable prices and will receive all appropriate discounts and credits, should be made for all contracts or modifications.
- 3 All noncompetitive proposals should be audited or audit information obtained, unless reasonableness of price can be established clearly by other accepted means.
- 4 Certification of current cost or pricing data should not be used as a substitute for preaward price negotiation.
- 5 Initiation of procurements in the fourth quarter for award in the fiscal year should generally be limited to small purchases or to emergency unscheduled requirements with appropriate solicitation in The Commerce Business Daily.

D Method of Contractor Selection

- 1 Will a noncompetitive contract be necessary? Is it fully justified and documented? Have plans been made to prevent subsequent noncompetitive contracts? Has the contracting activity adhered to the requirements of the Competition in Contracting Act (PL 98-369)?
- 2 Are grants reviewed to ensure they are the proper vehicle in accordance with the Federal Grant and Cooperative Agreement Act (P.L. 95-244) and are not used to avoid procurement procedures? Does the use of a grant violate a legislative mandate or authorization?
- 3 "Unsolicited" proposals should be truly unsolicited and should not be accepted unless they demonstrate unique or innovative concepts not otherwise available or resembling a pending competitive proposal and are for a current essential program requirement. Award will only be made after strict compliance with regulations on unsolicited proposals, including appropriate documented rationale for the decision.
- 4 Procurements should not be divided just to come within small purchase procedures. In accordance with good procurement practices, requests should be consolidated if it would be more cost effective to do so, to take advantage of quantity pricing. However, this should not be construed to prohibit breakout of items for small or minority business.

- 5 Short response times or restrictive requirements must not be used as methods to avoid full and open competition or as means of "steering" contracts to pre-selected or favored offerors.
- 6 You are reminded that statutes and implementing regulations require that all proposed procurement actions of \$25,000 and above be synopsisized in The Commerce Business Daily at least 15 days prior to issuance of a solicitation.

E Use of Existing Contracts

- 1 If the request is for the exercise of options or the funding of the later years of a multi-year contract, is the procurement still necessary and fully justified? Is the option for later years still reasonably priced based on historical costs for immediately preceding years?
- 2 If the requests are purchases off Federal Supply Schedules or orders against basic ordering agreements or requirements-type contracts, are they fully justified as to current need, pricing and the method of contracting? This applies particularly for high-waste vulnerable items.
- 3 If the request is to add funds to an ongoing contract with a Government Owned/Contractor Operated facility, a Federal Contract Research Center, or a Federally Funded Research and Development Center, is the requirement clearly defined? Is it fully justified? Are such contracts being used as a means to circumvent procurement requirements? Are subcontract awards being directed by the Federal agency?
- 4 Funds obligated to cover unpriced items, such as changes, spare parts and data, should not be in excess of current best estimates of need for those items. Additional obligations in excess of the original procurement request must be clearly justified.
- 5 Funds for letter contracts should not be obligated in excess of that allowed by regulations, nor should letter contracts be used solely as a vehicle to obligate funds that would otherwise lapse.
- 6 When contracts are modified or supplemental agreements issued to increase the level of effort or procure additional tasks, items or services, the additional requirements must be validated. The subcontracting of substantial parts of such modifications, change orders or tasks may indicate contracts are being used as vehicles to avoid competition.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 26, 1989

SECRETARY'S MEMORANDUM 5007-5

Eliminating Wasteful Spending

1 PURPOSE

This memorandum is being issued as an annual reminder to agency heads and staff office directors concerning the importance of eliminating wasteful year-end spending. Controlling year-end spending is essential to the Government's efforts to combat waste, fraud, abuse, and mismanagement, and is necessary to restore public confidence in the integrity of the Government. Further, the Comptroller General and the Department's Office of the General Counsel have held that the obligation of annual appropriations for a purchase that does not fulfill a bona-fide need of the current fiscal year could constitute a reportable violation of the Antideficiency Act.

Attached is a checklist issued by the Office of Management and Budget (Appendix A) for the use of program managers to ensure that:

- a Employees are aware of appropriate standards of conduct that apply to wasteful spending and the possible sanctions and penalties;
- b Employees are aware of how to report waste, fraud and abuse, and the protections that are available to employees making such reports;
- c To the extent allowed by law and regulations, disciplinary action is taken against anyone who fraudulently uses or wastes public funds;
- d Obligations for the fourth quarter of the fiscal year are no higher than the average for the first three quarters, except where seasonal requirements, essential program objectives, leadtimes or program changes justify a higher level;

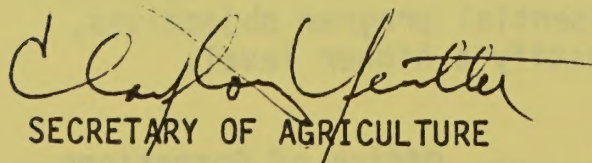
- e Orders for services, supplies, materials, and equipment have been planned appropriately in the agency's advanced acquisition plan and that orders do not exceed quantities needed to meet approved program objectives;
- f Administrative type expenditures required to implement needed management reform are planned properly;
- g Grants and the other forms of Federal assistance are subjected to rigorous review, meet current priorities, and are funded only in justified amounts;
- h Special attention is paid to controlling the use of funds in areas that are particularly vulnerable to wasteful spending, e.g., travel, consulting and related services, periodicals, pamphlets and audiovisual products.

In addition to wasted resources, year-end spending frequently promotes hasty last minute procurements that are often ill conceived and of questionable legality. Such procurement may compromise the integrity of both program and procurement personnel and the procurement process.

2 ACTION

I ask each of you to assume full responsibility for implementing this directive within your respective agencies and offices. Program managers can avoid hasty year-end spending by effectively planning projects and related procurement as required by Departmental Regulation 5007-1, Advanced Acquisition Planning. By doing so, required delivery dates can be met and fair and reasonable prices can be obtained. The best assurances for achieving timely delivery and reasonable prices are:

- a Plans that are developed in compliance with DR 5007-1 and the individual agency advance acquisition planning systems;
- b Follow-up actions that are taken to insure that requisitions are submitted as determined by the advance acquisition plans;
- c Clear, concise, and unrestrictive specifications and work statements;
- d Discriminating cost and price analyses;
- e Independent audits, when required; and
- f Full-and-open competition.


SECRETARY OF AGRICULTURE

APPENDIX A

CHECK LIST FOR PREVENTING WASTEFUL YEAR-END SPENDING

A. Standards of Conduct

1. Have employees been advised of the expected standards of conduct as they apply to wasteful spending and the possible sanctions and penalties if conduct is improper or required procedures are not followed?
2. Have employees been apprised of their duty to report and the methods of reporting waste and fraud including hotline telephone numbers (attached) and the protections that are available to employees making waste and fraud reports?
3. Contracts or other documents must not be postdated under any circumstances.
4. Procurement actions should not be delegated or assigned to field or base stations, regional or other subordinate offices or other activities or agencies, to avoid proper review, clearance, approvals or other such internal controls required at the headquarters level.
5. Contracts to former Government employees must be closely reviewed and clearly justified. Conflict of interest considerations must play a major role in this assessment and approval and such conflicts avoided under all circumstances.

B. Need Determination

1. Is the request part of a current approved budget plan?
2. Is the request for more property or services than is currently needed to meet approved and essential program objectives or can it be postponed or delayed to a more propitious time?
3. Is the request duplicative in whole or in part of some other ongoing Government program? Is it prudent and within the constraints of existing law and bona fide need rules.
4. Has a lease vs. purchase cost benefit review been completed, if appropriate?
5. Is the request for purchase of additional items or services not contained in the original procurement request or contractor proposal? Is this because original estimated funding needs were in excess of the funds

actually required to meet the funding requirements? Is it fully justified? What events transpired to bring about the need for additional funding requirements?

6. Purchases or orders for supplies or services should not be approved unless they have been planned in advance, properly solicited in The Commerce Business Daily, or, are needed to meet an emergency and comply with agency internal controls under OMB Circular A-123 and the Federal Managers' Financial Integrity Act, PL 97-255.
7. Funds should not be obligated for requirements-type or task contracts in excess of anticipated needs based on projections from prior use and current operating levels.
8. The procurement of consulting and advisory services and modifications of current consulting and advisory services contracts must be reviewed for compliance with current controls under OMB Circulars A-120 and A-123.
9. Purchases by, or orders from, the General Services Administration, the Defense Logistics Agency, or other central procurement offices, or off Federal Supply Schedules should not be in excess of current use or inventory requirements. Use and inventory requirements must be validated. Orders should not be placed if delivery cannot be made in time to meet current need or inventory requirements. Unpriced orders or undefinitized contractual actions should not be resorted to except in emergency or unusual situations. If used, such orders shall be funded at the minimal level so as to protect the Government's interest in subsequent negotiations.
10. Procurement actions must be reviewed to ensure that they cover essential, minimum requirements and not superfluous or "gold-plated" supplies.
11. To avoid duplication or underutilization and to foster greater economy and efficiency, users should ensure maximum utilization of available inventories and the proper use of all available resources including excess property before procuring new or additional supplies or quantities.
12. Items should not be replaced while they still are usable unless replacement is essential to meet program objectives, productivity would be increased, or substantial cost savings will result. Materials and equipment should be repaired and reused whenever practicable and when cost effective.
13. Renovation, moving or redecorating, should only be done when it is essential to program objectives, required because of lease arrangements or in an emergency to protect the health and safety of employees. In any case, it should be only the minimum necessary to meet program objectives.

C. Good Procurement Practice and Accountability

1. Is there time to ensure that normal procurement practices are followed? If not, the file should be documented as to why the procurement process was compressed to the point where good practices were not followed and to avoid repetition of this weakness in future fiscal years.
2. A cost or price analysis, and a determination that the Government is paying only fair and reasonable prices and will receive all appropriate discounts and credits, should be made for all contracts or modifications.
3. All noncompetitive proposals should be audited or audit information obtained, unless reasonableness of price can be established clearly by other accepted means.
4. Certification of current cost or pricing data should not be used as a substitute for preaward price negotiation.
5. Initiation of procurements in the fourth quarter for award in the fiscal year should generally be limited to small purchases or to emergency unscheduled requirements with appropriate solicitation in The Commerce Business Daily.

D. Method of Contractor Selection

1. Will a noncompetitive contract be necessary? Is it fully justified and documented. Have plans been made to prevent subsequent noncompetitive contracts? Has the contracting activity adhered to the requirements of the Competition in Contracting Act (PL 98-369).
2. Are grants reviewed to ensure they are the proper vehicle in accordance with the Federal Grant and Cooperative Agreement Act (P.L. 95-224) and are not used to avoid procurement procedures? Does the use of a grant violate a legislative mandate or authorization?
3. "Unsolicited" proposals should be truly unsolicited and should not be accepted unless they demonstrate unique or innovative concepts not otherwise available or resembling a pending competitive proposal and are for a current essential program requirement. Award will only be made after strict compliance with regulations on unsolicited proposals, including appropriate documented rationale for the decision.
4. Procurements should not be divided just to come within small purchase procedures. In accordance with good procurement practices, requests should be consolidated if it would be more cost effective to do so, to take advantage of quantity pricing. However, this should not be construed to prohibit breakout of items for small or minority business.

5. Short response times or restrictive requirements must not be used as methods to avoid full and open competition or as means of "steering" contracts to pre-selected or favored offerors.
6. You are reminded that statutes and implementing regulations require that all proposed procurement actions of \$10,000 and above be synopsisized in The Commerce Business Daily at least 15 days prior to issuance of a solicitation.

E. Use of Existing Contracts

1. If the request is for the exercise of options or the funding of the later years of a multi-year contract, is the procurement still necessary and fully justified? Is the option for later years still reasonably priced based on historical costs for immediately preceding years?
2. If the requests are purchases off Federal Supply Schedules or orders against basic ordering agreements or requirements-type contracts, are they fully justified as to current need, pricing and the method of contracting? This applies particularly for high-waste vulnerable items.
3. If the request is to add funds to an ongoing contract with a Government Owned/Contractor Operated facility, a Federal Contract Research Center, or a Federally Funded Research and Development Center, is the requirement clearly defined? Is it fully justified? Are such contracts being used as a means to circumvent procurement requirements? Are subcontract awards being directed by the Federal agency?
4. Funds obligated to cover unpriced items, such as changes, spare parts and data, should not be in excess of current best estimates of need for those items. Additional obligations in excess of the original procurement request must be clearly justified.
5. Funds for letter contracts should not be obligated in excess of that allowed by regulations, nor should letter contracts be used solely as a vehicle to obligate funds that would otherwise lapse.
6. When contracts are modified or supplemental agreements issued to increase the level of effort or procure additional tasks, items or services, the additional requirements must be validated. The subcontracting of substantial parts of such modifications, change orders or tasks may indicate contracts are being used as vehicles to avoid competition.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

7. Funds for contractor operated supply stores or other logistic support-type contracts should not be obligated in excess of current requirements or used as a vehicle to make directed procurements nor should they otherwise be used to avoid agency internal management controls. Accepted techniques and mechanisms for control of inventories, such as usage checks and economic order quantities, should be employed.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 20, 1992

SECRETARY'S MEMORANDUM 5007-8

Eliminating Wasteful Spending

1 PURPOSE

This memorandum is an annual reminder to agency heads and staff office directors on the importance of eliminating wasteful year-end spending. Controlling year-end spending is essential to the Government's efforts to combat waste, fraud, abuse, and mismanagement. Controlling year-end spending is necessary to restore public confidence in the integrity of the Government. The Comptroller General and the Department's Office of the General Counsel have held that the obligation of annual appropriations for a purchase that does not fulfill a bona fide need of the current fiscal year could constitute a reportable violation of the Antideficiency Act.

Attached is a checklist issued by the Office of Management and Budget (OMB) for program managers to ensure that:

- a employees are aware of the appropriate standards of conduct that apply to wasteful spending and the possible sanctions and penalties;
- b employees are aware of how to report waste, fraud and abuse, and the protections that are available to employees making such reports;
- c to the extent allowed by law and regulations, disciplinary action is taken against anyone who fraudulently uses or wastes public funds;
- d obligations for the fourth quarter of the fiscal year are no higher than the average for the first three quarters, except where seasonal requirements, essential program objectives, leadtimes, or program changes justify a higher level;

- e orders for services, supplies, materials, and equipment are included in the agency's advanced acquisition plan and that orders do not exceed quantities needed to meet approved program objectives;
- f administrative type expenditures required to implement needed management reforms are planned properly;
- g grants and other forms of Federal assistance are subjected to rigorous reviews to assure that they meet current priorities and are funded only in justified amounts; and
- h special attention is given to controlling the use of funds in areas that are particularly vulnerable to wasteful spending, e.g., travel, consulting and related services, periodicals, pamphlets and audiovisual products.

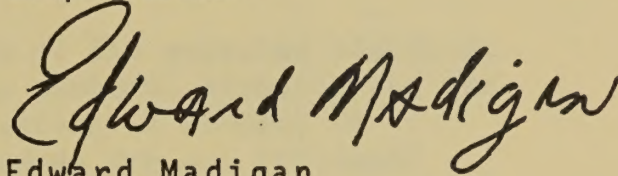
Year-end spending promotes wasted resources and hasty last minute procurements that are often ill-conceived and of questionable legality. Such procurements may compromise the integrity of both program and procurement personnel and the acquisition process.

2 ACTION

I ask each of you to assume full responsibility for carrying out this directive within your respective agencies and offices. Program managers can avoid hasty year-end spending by effectively planning projects and related acquisitions as required by Departmental Regulation 5007-1, Advanced Acquisition Planning. By doing so, required delivery dates can be met and fair and reasonable prices can be obtained. The best assurances for achieving timely delivery and reasonable prices are to:

- a develop plans that comply with DR 5007-1 and the individual agency advance acquisition planning systems;
- b take follow-up actions to insure that program managers submit their requisitions as indicated in their advance acquisition plans;

- c obtain clear, concise, and unrestrictive specifications and work statements;
- d conduct thorough cost and price analyses;
- e obtain independent audits, when required; and.
- f conduct full-and-open competitions.



Edward Madigan
Secretary

APPENDIX A

CHECK LIST FOR PREVENTING
WASTEFUL YEAR-END SPENDING

A Standard of Conduct

- 1 Have employees been advised of the expected standards of conduct as they apply to wasteful spending and the possible sanctions and penalties if conduct is improper or required procedures are not followed?
- 2 Have employees been apprised of their duty to report and the methods of reporting waste and fraud including hotline telephone numbers and the protections that are available to employees making waste and fraud reports?
- 3 Contracts or other documents must not be postdated under any circumstances.
- 4 Procurement actions should not be delegated or assigned to field or base stations, regional or other subordinate offices or other activities or agencies, to avoid proper review, clearance, approvals or other such internal controls required at the headquarters level.
- 5 Contracts to former Government employees must be closely reviewed and clearly justified. Conflict of interest considerations must play a major role in this assessment and approval and such conflicts avoided under all circumstances.

B Need Determination

- 1 Is the request part of a current approved budget plan?
- 2 Is the request for more property or services than is currently needed to meet approved and essential program objectives or can it be postponed or delayed to a more appropriate time?
- 3 Is the request duplicative in whole or in part of some other ongoing Government program? Is it prudent and within the constraints of existing law and bona fide need rules?

- 4 Has a lease vs. purchase cost benefit review been completed, if appropriate?
- 5 Is the request for purchase of additional items or services not contained in the original procurement request or contractor proposal? Is this because original estimated funding needs were in excess of the funds actually required to meet the funding requirements? Is it fully justified? What events transpired to bring about the need for additional funding requirements?
- 6 Purchases or orders for supplies or services should not be approved unless they have been planned in advance, properly solicited in The Commerce Business Daily, or, are needed to meet an emergency and comply with agency internal controls under OMB Circular A-123 and the Federal Managers' Financial Integrity Act, Public Law 97-255.
- 7 Funds should not be obligated for requirements-type or task contracts in excess of anticipated needs based on projections from prior use and current operating levels.
- 8 The procurement of advisory and assistance services and modifications of current advisory and assistance service contracts must be reviewed for compliance with current controls under OMB Circulars A-120 and A-123.
- 9 Purchases by, or orders from, the General Services Administration, the Defense Logistics Agency, or other central procurement offices, or off Federal Supply Schedules should not be in excess of current use of inventory requirements. Use and inventory requirements must be validated. Orders should not be placed if delivery cannot be made in time to meet current need or inventory requirements. Unpriced contractual actions should not be resorted to except in emergency or unusual situations. If used, orders shall be funded at the minimal level so as to protect the Government's interest in subsequent negotiations.
- 10 Procurement actions must be reviewed to ensure that they cover essential, minimum requirements and not superfluous or "gold-plated" supplies.

- 11 To avoid duplication or underutilization and to foster greater economy and efficiency, users should ensure maximum utilization of available inventories and the proper use of all available resources including excess property before procuring new or additional supplies or quantities.
- 12 Items should not be replaced while they still are usable unless replacement is essential to meet program objectives, productivity would be increased, or substantial cost savings will result. Materials and equipment should be repaired and reused whenever practicable and when cost-effective.
- 13 Renovation, moving or redecorating, should only be done when it is essential to program objectives, required because of lease arrangements or in an emergency to protect the health and safety of employees. In any case, it should be only the minimum necessary to program objectives.

C Good Procurement Practice and Accountability

- 1 Is there time to ensure that normal procurement practices are followed? If not, the file should be documented as to why the procurement process was compressed to the point where good practices were not followed and to avoid repetition of this weakness in future fiscal years.
- 2 A cost or price analysis, and a determination that the Government is paying only fair and reasonable prices and will receive all appropriate discounts and credits, should be made for all contracts or modifications.
- 3 All noncompetitive proposals should be audited or audit information obtained, unless reasonableness or price can be established clearly by other accepted means.
- 4 Certification of current cost or pricing data should not be used as a substitute for preaward price negotiation.

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D Method of Contractor Selection

- 1 Will a noncompetitive contract be necessary? Is it fully justified and documented? Have plans been made to prevent subsequent noncompetitive contracts? Has the contracting activity adhered to the requirements of the Competition in Contracting Act (Public Law 98-369)?
- 2 Are grants reviewed to ensure they are the proper vehicle in accordance with 31 U.S.C. 6301-6308 and are not used to avoid procurement procedures? Does the use of a grant violate a legislative mandate or authorization?
- 3 "Unsolicited" proposals should be truly unsolicited and should not be accepted unless they demonstrate unique or innovative concepts not otherwise available or resembling a pending competitive proposal and are for a current essential program requirement. Award will only be made after strict compliance with regulations on unsolicited proposals, including appropriate documented rationale for the decision.
- 4 Procurements should not be divided just to come within small purchase procedures. In accordance with good procurement practices, requests should be consolidated if it would be more cost-effective to do so, to take advantage of quantity pricing. However, this should not be construed to prohibit breakout of items for small or minority businesses.
- 5 Short response times or restrictive requirements must not be used as methods to avoid full and open competition or as means of "steering" contracts to pre-selected or favored offerors.

- 6 You are reminded that statutes and implementing regulations require, with few exceptions, that proposed procurement actions be synopsized in The Commerce Business Daily prior to issuance of a solicitation.

E Use of Existing Contracts

- 1 If the request is for the exercise of options or the funding of the later years of a multi-year contract, is the procurement still necessary and fully justified?
- 2 If the requests are purchases off Federal Supply Schedules or orders against basic ordering agreements or requirements-type contracts, are they fully justified as to current need, pricing and the method of contracting? This applies particularly for high-waste vulnerable items, as defined in DR 5007-1.
- 3 If the request is to add funds to an ongoing contract with a Government Owned/Contractor Operated facility, a Federal Contract Research Center, or a Federally Funded Research and Development Center, is the requirement clearly defined? Is it fully justified? Are such contracts being used as a means to circumvent procurement requirements? Are subcontract awards being directed by the Federal agency?
- 4 Funds obligated to cover unpriced items, such as changes, spare parts and data, should not be in excess of current best estimates of need for those items. Additional obligations in excess of the original procurement request must be clearly justified.
- 5 Funds for letter contracts should not be obligated in excess of that allowed by regulations, nor should letter contracts be used solely as a vehicle to obligate funds that would otherwise lapse.
- 6 When contracts are modified or supplemental agreements issued to increase the level of effort to procure additional tasks, items or services, the additional requirements must be validated. The subcontracting of

substantial parts of such modifications, change orders or tasks may indicate contracts are being used as vehicles to avoid competition.

- 7 Funds for contractor operated supply stores or other logistic support-type contracts should not be obligated in excess of current requirements or used as a vehicle to make directed procurements nor should they otherwise be used to avoid agency internal management controls. Accepted techniques and mechanisms for control of inventories, such as usage checks and economic order quantities, should be employed.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

USDA ESCS NED
CHIEF AG HIST BRANCH
ROOM 140 GHI BLDG.

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June 18, 1981

SECRETARY'S MEMORANDUM 5400-1

Moratorium on Motor Vehicle Acquisitions and Replacements

1 RESCISSION

Secretary's Memorandum 1957, September 25, 1978, Moratorium on Motor Vehicle Acquisitions and Replacements, is rescinded.

2 PROCEDURES

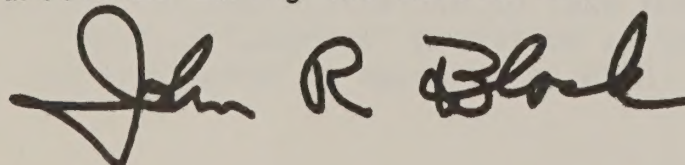
Effective immediately, all actions for the purchase or short-term rental (60 days or less) of new and replacement vehicles will be conducted by agency personnel charged with the responsibility for motor vehicle fleet management. Requests for commercially leased motor vehicles, for periods in excess of 60 days, will continue to be processed through the Office of Operations and Finance to the General Services Administration for review and approval.

3 REGULATIONS

Agencies will comply with procedures outlined in the Federal Property Management Regulations, Subparts 101-38 (Motor Equipment Management) and 101-39 (Interagency Motor Vehicle Pools) and as augmented in the Agriculture Property Management Regulations, as revised.

4 CONTINUED EMPHASIS ON FLEET MANAGEMENT

The costs of maintaining and operating the Department's motor fleet are large. Substantial savings are possible through effective management of our vehicle resources. During the moratorium on motor vehicle acquisitions and replacements, the utilization and operating efficiency of our fleet was improved. I expect continued emphasis on economical and efficient fleet management through maintenance and improvement of the programs under which you functioned during the moratorium.



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OPI: Office of Operations and
Finance, Administrative
Services

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 1, 1964

MEMORANDUM FOR THE SECRETARY

Subject: [Illegible]

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7. [Illegible]

8. [Illegible]

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cc: [Illegible]

Enclosure

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 26, 1992

SECRETARY'S MEMORANDUM 5400- 6

Use of Ethanol-Blended Oxygenated Fuels in USDA Motor Vehicles

The Department of Agriculture (USDA) is committed to the improvement of environmental quality and the reduction of our nation's dependence on foreign oil. Ethanol has been approved by the automobile and equipment manufacturers as an oxygenated fuel. Ethanol use is a key component of our effort to improve the air we breathe, increase the demand for grain, and reduce the cost of farm commodity programs. To capture the potential benefits to the environment and agriculture in America, USDA has actively encouraged the use of ethanol-blended fuels in its vehicles.

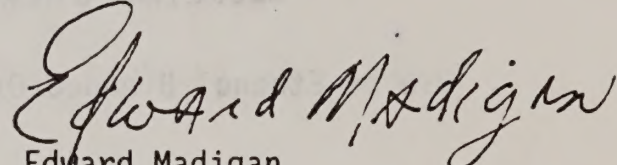
Our efforts to encourage use of ethanol have gained congressional support. Section 841(b) of the Defense Authorization Act, P.L. 102-190, requires the Department of Defense to purchase for agencies of the Federal Government, alcohol-gasoline blended fuels containing at least 10 percent domestically produced alcohol when the price of such fuel is the same, or lower than, the price of unleaded gasoline. Therefore, effective immediately, all Department agencies with bulk fuel facilities shall, consistent with Executive Order 12261, Implementation of Use of Gasohol in Federal Motor Vehicles, request the Defense Fuel Supply Center to procure such fuels when the price of the fuel is the same, or lower than, the price of unleaded gasoline.

Section 841(d) also contains a "Sense of Congress" provision that states whenever any motor vehicle capable of operating on alcohol-gasoline blends that is owned or operated by a Federal agency is refueled, "it shall be refueled with an alcohol-gasoline blend containing at least 10 percent domestically produced alcohol if available along the normal travel route of the vehicle at the same or lower price than unleaded gasoline." I am directing the Assistant Secretary for Administration to take the necessary steps to implement this "Sense of Congress" provision as the USDA policy for refueling all vehicles owned or operated by USDA.

June 26, 1992

I have also asked the Assistant Secretary for Administration to monitor our progress in achieving increased use of biofuels made from domestically grown renewable resources. I strongly support this initiative and ask each employee to contribute to this worthy goal.

Thank you for your participation.


Edward Madigan
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

EX-100 NED
CHIEF AG HIST BRANCH
ROOM 140 GHI BLDG.

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December 2, 1981

SECRETARY'S MEMORANDUM 9500-1

USDA Participation in a National Agricultural
Pesticide Impact Assessment Program

1 PURPOSE

The purpose of this memorandum is to define a process for managing and coordinating USDA/State activities to develop information and analysis related to pesticide use, agricultural productivity, and pesticide regulations.

2 BACKGROUND

Agriculture is confronted with important issues on the use of pesticides and pest control practices. The Environmental Protection Agency (EPA) must by law review all existing pesticide registrations to determine whether such registrations should be reregistered, modified or cancelled. EPA as required by the Federal Insecticide, Fungicide, and Rodenticide Act, as Amended, has established procedures to provide for detailed evaluation of all pesticides, including the risks and benefits from use.

Under the Federal Insecticide, Fungicide, and Rodenticide Act and the Memorandum of Understanding with EPA, the Department of Agriculture has responsibilities for contributing to the EPA decision-making process on pesticide regulation. Valid scientific information, objective analyses and interpretations concerning benefits and risks of pesticides are required to meet these responsibilities.

3 POLICY

Pesticides are essential to meet the Nation's needs for food, natural fibers and wood products, regulatory purposes, and for protecting human health and managing natural resources. Chemical pesticides must be used wisely, safely, and in concert with other effective and reliable commodity protection practices. Also, they must be

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used only within limits consistent with maintenance of human health, food safety, and environmental quality. It is, therefore, the policy of the Department of Agriculture to facilitate informed decisions on pesticides that significantly promote agricultural productivity and benefit humans now and in the future without causing unreasonable adverse effects.

4 PROGRAM

In the implementation of this policy the Department of Agriculture will participate in a coordinated Federal/State NATIONAL AGRICULTURAL PESTICIDE IMPACT ASSESSMENT PROGRAM.

The Program is designed to provide the most accurate and objective data and information available for defining and evaluating the benefits and risks of selected pesticides having agricultural and forestry uses. This information is necessary to evaluate the effects of pesticide use and regulation on agricultural productivity as well as the quality and use of soil and water resources. Further, information is developed to determine the effectiveness of regulation, and the opportunity to simplify or do away with regulations. Important components of the program include conducting pesticide exposure studies and providing valid pesticide use information. Analyses and evaluations rely on existing information and on review of environmental and human health assessments by EPA; however, because of some information and data deficiencies, there will be a continuing program of biological and exposure research, economic data collection and analyses, and environmental risk and hazard assessment conducted by the USDA/ States.

To accomplish these objectives it is necessary for USDA agencies to coordinate and jointly participate in this program not only among themselves but in cooperation with State Agricultural Experiment Stations, Cooperative Extension Services, agricultural components of State governments, EPA and other concerned organizations.

5 IMPLEMENTATION

A Steering Committee for USDA/State participation in the Program is hereby reestablished, and will report to the Executive Committee of the Research and Education Committee of the Secretary's Policy and Coordination Council. Agency heads or their designated representatives from Animal and Plant Health Inspection Service (APHIS), Agricultural

Research Service (ARS), Cooperative State Research Service (CSRS), Economic Research Service (ERS), Extension Service (ES), Foreign Agricultural Service (FAS), Forest Service (FS), and Office of the General Counsel (OGC), representatives from Extension Committee on Organization and Policy (ECOP), and Experimental Station Committee on Organization and Policy (ESCOP), as well as the Executive Secretary will be members. Chairmanship of this Committee will be selected from the membership and may be rotated among members as appropriate. On an annual basis recommendations for Committee chairmanship will be forwarded for concurrence to the Chairman of the Research and Education Committee. The Steering Committee will provide that appropriate cooperative working relationships continue to be maintained within the Department (through a Memorandum of Understanding) and between the Department, and the State Agricultural Experiment Stations, Cooperative Extension Services, agricultural components of State governments, EPA and other concerned organizations. Such cooperation is essential to the success of the program.

The Steering Committee will be served by a Technical Advisory Group (TAG) composed of representatives of member agencies. The TAG will be coordinated and chaired by the Department's Pesticide Assessment Coordinator. The Steering Committee, may appoint ad hoc work groups as necessary to carry out special assignments.

Assessment Teams, with inputs from appropriate USDA agencies, the States, and others will be formed for individual pesticides, groups of related pesticides, or commodities. The Teams will conduct the actual assessments. The Steering Committee, its Technical Advisory Group, and the Assessment Teams will function under the aegis of the Research and Education Committee of the Secretary's Policy and Coordination Council established by the Secretary by memorandum of July 22, 1981.

The Program will operate within the context of the Steering Committee agreements regarding operation of assessments teams, responsibilities and resource availability of agencies, timeframes for completing work and reporting results.

6 DURATION

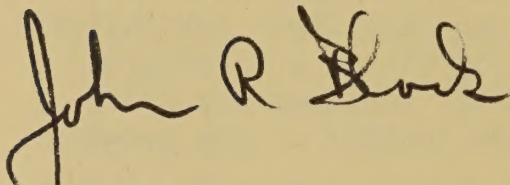
The National Agricultural Pesticide Impact Assessment Program requires a substantial amount of resources and is expected to continue for many years based on the needs of American agriculture, and the registration/reregistration of pesticides and other regulatory programs.

December 2, 1981

Flexibility of the Program must be maintained in order to deal with changes, particularly EPA schedules and policy. It is essential that the Program make the best possible use of currently available information, funds and personnel.

7 CANCELLATION

This memorandum supersedes Secretary's Memorandum No. 1904 Revised, dated July 28, 1977.

A handwritten signature in dark ink, appearing to read "John R. Hock". The signature is fluid and cursive, with the first name "John" being the most prominent.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

RECEIVED EMS
HIST. AG HIST BRANCH
ROOM 140 GHI BLDG.

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March 10, 1982

SECRETARY'S MEMORANDUM 9500-2

Statement on Land Use Policy

1 PURPOSE

The Nation's farmlands, forest lands, rangelands, flood plains, and wetlands are unique natural resources providing food, fiber, wood, and water necessary for the continued welfare of the people of the United States and protection from floods. Each year, large amounts of these lands are converted to other uses. Continued conversion of the Nation's farmlands, forest lands, and rangelands may impair the ability of the United States to produce sufficient food, fiber, and wood to meet domestic needs and the demands of export markets. Continued conversion of the Nation's wetlands may reduce the availability of adequate supplies of suitable-quality water, indigenous wildlife species, and the productive capacity of the Nation's fisheries. Continued encroachments on flood plains decrease the natural flood-control capacity of these land areas, create needs for expensive manmade flood-control measures and disaster-relief activities, and endanger both lives and property.

Land use allocation decisions are matters of concern to USDA. Decisions concerning land use arise from needs to accommodate needed growth and development; prevent unwarranted and costly sprawl; avoid unwarranted conversion of farm, range, and forest lands and wetlands from existing uses and unwarranted encroachment on flood plains; maintain and enhance agricultural and forest production capabilities; maintain wildlife, fish, and seafood habitat; provide or improve community services and facilities; assure appropriate environmental quality; and assure adequate supplies of suitable-quality water. These needs are highly interdependent and often compete with each other for the limited supply of available and suitable land and water.

It is Departmental policy to promote land use objectives responsive to current and long-term economic, social, and environmental needs. This policy recognizes the rights and responsibilities of State and local governments for regulating the uses of land

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under their jurisdiction. It also reflects the Department's responsibility to (a) assure that the United States retains a farm, range, and forest land base sufficient to produce adequate supplies, at reasonable production costs, of high-quality food, fiber, wood, and other agricultural products that may be needed; (b) assist individual landholders and State and local governments in defining and meeting needs for growth and development in such ways that the most productive farm, range, and forest lands are protected from unwarranted conversion to other uses; and (c) assure appropriate levels of environmental quality.

In accordance with the authority contained in 7 U.S.C. 1010 and 7 U.S.C. 2204 and consistent with 7 C.F.R. 2.19 (f) and provisions of the Farmland Protection Policy Act, Subtitle I, Title XV, P.L. 97-98, the Department sets forth this statement of policy on land use.

2 CANCELLATIONS

This memorandum supersedes Secretary's Memorandum No. 1827, Revised, dated October 30, 1978, and Supplement No. 1, dated October 30, 1978, and Secretary's Memorandum No. 1807, Revised, dated December 14, 1977.

3 POLICY

Federal agencies, in implementing programs, make decisions that affect current and potential uses of land. The Department will:

- a Promote and support planning procedures that allow landholders, interest groups, and State and local governments to have input at all appropriate stages of the decisionmaking process for public projects, programs, or activities; that recognize the rights and responsibilities of landholders in making private land use decisions; and that recognize the responsibility of governments in influencing how land may be used to meet public needs.
- b Assure that programs of the agencies within the Department discourage the unwarranted conversion to other uses of prime and unique farmlands, farmlands of statewide or local importance, prime forest lands and those of statewide or local importance, and prime rangelands, as defined in appendix A; the unwarranted alteration of wetlands or flood plains; or the unwarranted expansion of the peripheral boundaries of existing settlements.
- c Manage both its land use-related programs and USDA-administered land in such manner as to: (1) demonstrate leadership in meeting short- and long-term needs for growth and development, while assuring adequate supplies of needed food, fiber, and

forest products; (2) assure appropriate levels of environmental quality and adequate supplies of water; and (3) discourage unwarranted expansion of peripheral boundaries of existing settlements. Wherever practicable, management of USDA-administered lands shall be coordinated with the management of adjacent private and other public lands.

- d Conduct multidisciplinary land use research and education programs responsive to identified State, local, and national needs and, when requested, assist State and local governments, citizens groups, and individual landholders in determining alternative land use values, thereby enabling local officials to make judicious choices to meet growth and development needs and to protect the community's farm- and forest-related economic base.
- e Assist landowners and State and Federal agencies in the reclamation of abandoned surface-mined lands. This reclamation will help eliminate safety, health, and environmental problems.
- f Assist in planning for the extraction of coal and other nonrenewable resources in such manner as to facilitate restoration. This restoration would reestablish or enhance food, fiber, or forest productivity or contribute to other beneficial uses of the land as mining is completed in defined areas or sites.
- g Advocate among Federal agencies:
 - (1) The retention of important farmlands, rangelands, forest lands, and wetlands, whenever proposed conversions to other uses (a) are caused or encouraged by actions or programs of a Federal agency or (b) require licensing or approval by a Federal agency, unless other needs clearly override the benefits derived from retention of such lands; and
 - (2) Actions that reduce the risk of flood loss and soil erosion; that minimize impacts of floods on human safety, health, and welfare; that preserve natural flood-control and other beneficial functions and values of wetlands and flood plains; and that reduce future need for expensive manmade flood-control systems, disaster-relief assistance, or Federal rehabilitation assistance in the event of flooding.

4 ABBREVIATIONS

USDA - U.S. Department of Agriculture

NRE - Natural Resources and Environment Committee

5 DEFINITIONS

Complete definitions for the terms "farmlands," "forest lands," "rangelands," "wetlands," and "flood plains" are found in appendix A.

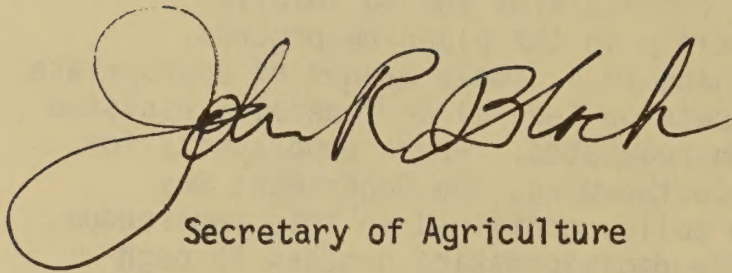
6 RESPONSIBILITIES

- a The Office of the Secretary is responsible for (1) encouraging, assisting, and coordinating efforts of other Federal departments and agencies to implement policies and procedures supportive of the objectives of this memorandum; (2) resolving issues and acting on recommendations raised to the Secretary's Policy and Coordination Council by the Departmental committees; and (3) raising unresolved issues and recommending actions to the appropriate Cabinet Council.
- b The NRE Committee, created under the Secretary's memorandum dated July 22, 1981, will provide departmentwide leadership for the implementation of this policy statement. In implementing this policy, the NRE Committee will:
 - (1) Recommend Departmental guidelines to the Secretary and schedule reviews of each agency's procedures for implementation;
 - (2) Monitor implementation of this policy;
 - (3) Encourage, support, and provide guidance to State- and local-level USDA committees in implementing this policy;
 - (4) Coordinate the work of USDA agencies in carrying out the provisions of this memorandum; and
 - (5) Advise the Secretary annually as to progress and problems encountered.
- c Each USDA agency will review and make the necessary administrative changes in existing and proposed rules, regulations, guides, practices, or policies and propose needed legislative changes to bring agency programs into compliance with the provisions of this memorandum.
- d Each USDA agency having programs that will be affected by this memorandum shall develop implementing procedures, consistent with the guidelines provided by the NRE Committee, and shall provide to all offices of the agency copies of this policy statement, Departmental guidelines, and agency procedures to implement this policy.
- e USDA agencies will encourage State and local governments and individual landholders to retain important farmlands, rangelands,

- forest lands, and wetlands and to avoid encroachments on flood plains when practicable alternatives exist to meet developmental needs. Appropriate agencies will assist State and local governments, citizens groups, and individual landholders in identifying options and determining alternative land use values as the basis for making judicious choices in meeting growth and development needs.
- f USDA agencies will encourage other Federal, State, and local government agencies to exchange information on plans or projects that may impact on important farmlands, rangelands, forest lands, wetlands, or flood plains and to involve appropriate USDA agencies early in the planning process. USDA agencies will participate in a timely manner at appropriate stages in the planning process on Federal or federally assisted projects or activities when requested. Where opportunity for such participation is not forthcoming, the Department may intercede, consistent with policy contained in this memorandum, at appropriate stages in the decisionmaking process through review and comments on plans, as provided for in authorized administrative review procedures for such projects, activities, or actions.
 - g When land held either in public or private ownership will be directly affected by USDA actions, the implementing agency will notify the affected landholders at the earliest time practicable of the proposed action and provide such landholders an opportunity to review the elements of the action and to comment on the action's feasibility and alternatives to it.
 - h Agencies of USDA will assure that their actions, investments, and programs on nonfederal lands will conform, to the extent practicable, with the uses permitted under land use regulations adopted by State or local governments.
 - i When land use regulations or decisions are inconsistent with USDA policies and procedures for the protection of important farmlands, rangelands, forest lands, wetlands, or flood plains, USDA agencies shall not assist in actions that would convert these lands to other uses or encroach upon flood plains, unless (1) there is a demonstrated, significant need

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for the project, program, or facility and (2) there are no practicable alternative actions or sites that would avoid the conversion of these lands, or if conversion is unavoidable, reduce the number of acres to be converted or encroached upon directly and indirectly.



Secretary of Agriculture

APPENDIX A

DEFINITIONS

The following definitions apply to Secretary's Memorandum No. 9500-2 dated March 10, 1982

1 IMPORTANT FARMLANDS 1/a Prime Farmlands 1/

(1) General Criteria. Prime farmland is land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and is also available for these uses (the land could be cropland, pastureland, rangeland, forest land, or other land but not urban built-up land or water). It has the soil quality, growing season, and moisture supply needed to economically produce sustained high yields of crops when treated and managed, including water management, according to acceptable farming methods. In general, prime farmlands have an adequate and dependable water supply from precipitation or irrigation, a favorable temperature and growing season, acceptable acidity or alkalinity, acceptable salt and sodium content, and few or no rocks. They are permeable to water and air. Prime farmlands are not excessively erodible or saturated with water for a long period of time, and they either do not flood frequently or are protected from flooding. Examples of soils that qualify as prime farmland are Palouse silt loam, 0 to 7 percent slopes; Brookston silty clay loam, drained; and Tama silty clay loam, 0 to 5 percent slopes.

(2) Specific Criteria. Prime farmlands must meet all the following criteria. Terms used in this section are defined in these USDA publications: "Soil Taxonomy, Agriculture Handbook 436," "Soil Survey Manual, Agriculture Handbook 18," "Rainfall-Erosion Losses From Cropland, Agriculture Handbook 282," "Wind Erosion Forces in the United States and Their Use in Predicting Soil Loss, Agriculture Handbook 346," and "Saline and Alkali Soils, Agriculture Handbook 60."

(a) The soils have:

- 1 Aquic, udic, ustic, or xeric moisture regimes and sufficient available water capacity within a

1/ 7 C.F.R. 657.5

depth of 40 inches, or in the root zone (root zone is the part of the soil that is penetrated by plant roots) if the root zone is less than 40 inches deep, to produce the commonly grown cultivated crops (cultivated crops include, but are not limited to, grain, forage, fiber, oilseed, sugar beets, sugarcane, vegetables, tobacco, orchard, vineyard, and bush fruit crops) adapted to the region in 7 or more years out of 10; or

2 Xeric or ustic moisture regimes in which the available water capacity is limited, but the area has a developed irrigation water supply that is dependable (a dependable water supply is one in which enough water is available for irrigation in 8 out of 10 years for the crops commonly grown) and of adequate quality; or

3 Acidic or torric moisture regimes, and the area has a developed irrigation water supply that is dependable and of adequate quality; and

(b) The soils have a temperature regime that is frigid, mesic, thermic, or hyperthermic (pergelic and cryic regimes are excluded). These are soils that, at a depth of 20 inches, have a mean annual temperature higher than 32 degrees Fahrenheit. In addition, the mean summer temperature at this depth in soils with an O horizon is higher than 47 degrees Fahrenheit; in soils that have no O horizon, the mean summer temperature is higher than 59 degrees Fahrenheit; and

(c) The soils have a pH between 4.5 and 8.4 in all horizons within a depth of 40 inches or in the root zone if the root zone is less than 40 inches deep; and

(d) The soils either have no water table or have a water table that is maintained at a sufficient depth during the cropping season to allow cultivated crops common to the area to be grown; and

(e) The soils can be managed so that in all horizons within a depth of 40 inches or in the root zone if the root zone is less than 40 inches deep, during part of each year the conductivity of the saturation extract is less than 4 mmhoc/cm and the exchangeable sodium percentage is less than 15; and

(f) The soils are not flooded frequently during the growing season (less often than once in 2 years); and

- (g) The product of K (erodibility factor) times the percent slope is less than 2.0, and the product of I (soils erodibility) times C (climatic factor) does not exceed 60; and
- (h) The soils have a permeability rate of at least 0.06 inch per hour in the upper 20 inches, and the mean annual soil temperature at a depth of 20 inches is less than 50 degrees Fahrenheit; the permeability rate is not a limiting factor if the mean annual soil temperature is 59 degrees Fahrenheit or higher; and
- (i) Less than 10 percent of the surface layer (upper 6 inches) in these soils consists of rock fragments coarser than 3 inches.

b Unique Farmland 1/

- (1) General criteria. Unique farmland is land other than prime farmland that is used for the production of specific high-value food and fiber crops. It has the special combination of soil quality, location, growing season, and moisture supply needed to economically produce sustained high-quality and/or high yields of a specific crop when treated and managed according to acceptable farming methods. Examples of such crops are citrus, tree nuts, olives, cranberries, fruit, and vegetables.
- (2) Specific characteristics. Unique farmland is used for a specific high-value food or fiber crop. It has a moisture supply that is adequate for the specific crop; the supply is from stored moisture, precipitation, or a developed irrigation system. It combines favorable factors of soil quality, growing season, temperature, humidity, air drainage, elevation, aspect, or other conditions, such as nearness to market, that favor the growth of a specific food or fiber crop.

c Additional Farmland of Statewide Importance. 1/ This is land, in addition to prime and unique farmlands, that is of statewide importance for the production of food, feed, fiber, forage, and oilseed crops. Criteria for defining and delineating this land are to be determined by the appropriate State agency or agencies. Generally, additional farmlands of statewide importance include those that are nearly prime farmland and that economically produce high yields of crops when treated and managed according to acceptable farming methods. Some may produce as high a yield as prime farmlands if conditions are favorable. In some States, additional farmlands of statewide importance may include tracts of land that have been designated for agriculture by State law.

1/ 7 C.F.R. 657.5

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- d Additional Farmland of Local Importance. 1/ In some local areas, there is concern for certain additional farmlands for the production of food, feed, fiber, forage, and oilseed crops, even though these lands are not identified as having national or statewide importance. Where appropriate, these lands are to be identified by the local agency or agencies concerned.

2 PRIME FOREST LANDS 2/

Because of the multiple use of forested lands, several categories, i.e., timber, wildlife, and recreation, may be developed. For purposes of this memorandum only, the following timberland definitions will apply.

- a Prime Timberland. 2/ Prime timberland is land that has soil capable of growing wood at the rate of 85 cubic feet or more/acre/year, under proper management (at culmination of mean annual increment), in natural stands and is not in urban or built-up land uses or water. Generally speaking, this is land currently in forest but does not exclude qualifying lands that could realistically be returned to forest. Delineation of these lands will be in accordance with national criteria.
- b Unique Timberland. 2/ Unique timberlands are lands which do not qualify as prime timberland on the basis of producing less than 85 cubic feet/acre/year, but are growing sustained yields of specific high-value species or species capable of producing specialized wood products under a silvicultural system that maintains soil productivity and protects water quality. Delineation of these lands will be in accordance with national criteria.
- c Timberland of Statewide Importance. 2/ This is land, in addition to prime and unique timberlands, that is of statewide importance for the growing of wood. Criteria for defining and delineating these lands are to be determined by State forestry planning committees or appropriate State organizations.
- d Timberlands of Local Importance. 2/ In some local areas, there is concern for certain additional forest lands for the growing of wood, even though these lands are not identified as having national or statewide importance. Where appropriate, these lands are to be identified by a local agency or agencies concerned.

1/ 7 C.F.R. 657.5

2/ Prime Forest Land Definition and Criteria, U.S. Forest Service, May 26, 1977

3 WETLANDS 3/

Wetlands are those areas that are inundated by surface or ground water with a frequency sufficient to support and, under normal circumstances, do or would support a prevalence of vegetative or aquatic life that requires saturated or seasonally saturated soil conditions for growth and reproduction. Wetlands generally include swamps, marshes, bogs, and similar areas, such as sloughs, potholes, wet meadows, river overflows, mudflats, and natural ponds.

4 FLOOD PLAINS 3/

The term "flood plain" means the lowland and relatively flat areas adjoining inland and coastal waters, including floodprone areas of offshore islands, including, at a minimum, those that are subject to a one percent or greater chance of flooding in any given year.

5 PRIME RANGELAND 4/

Prime rangeland is rangeland which, because of its soil, climate, topography, vegetation, and location, has the highest quality or value for grazing animals. The (potential) natural vegetation is palatable, nutritious, and available to the kinds of herbivores common to the area.

3/ Definitions contained in Executive Orders 11988 and 11990

4/ USDA proposed definition, for intradepartmental use only

WETLANDS 3)

Wetlands are those areas that are inundated or saturated by ground water with a frequency sufficient to support a preponderance of aquatic or semi-aquatic plants. Wetlands are characterized by the presence of water, either permanently or seasonally, which is at or near the surface of the soil. Wetlands generally include swamps, marshes, bogs, and similar areas, such as sloughs, potholes, wet meadows, river overflows, and other areas.

4. FLOOD PLAINS 3)

The term "flood plain" means the land and water areas that are adjacent to and subject to flooding, including those areas of offshore islands, including, but not limited to, those that are subject to a high degree of flooding in any given year.

5. PRIME WATERSHED 3)

Prime watershed is a designated area, because of its size, location, topography, vegetation, and location, for the highest quality of value for aquatic animals. The (natural) natural vegetation is desirable, and available to the kind of organisms common to the area.

3) Definitions contained in Executive Order 11932 and 11933

4) U.S.A. proposed definition for inland wetlands use only

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

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July 20, 1982

SECRETARY'S MEMORANDUM

9500 -3

Policy on Fish and Wildlife

1 PURPOSE

The purpose of this memorandum is to state the policies of the U.S. Department of Agriculture with respect to management of fish and wildlife and their habitats and to prescribe specific actions to implement the policies.

The Department's prime responsibility is to help maintain sufficient and efficient production capability of farm, forest, water, and rangeland resources for the public benefit, now and in the future, and to encourage and support proper use, management, and conservation of those natural resources. Programs to meet this mission are carried out through research, education, technical and financial assistance to landowners, managers, producers and consumers, and through the management of public land for which the Department is responsible, in cooperation with State and local agencies.

These programs affect habitats and populations of fish and wildlife. Balancing the competing uses for habitats supporting fish and wildlife requires strong, clear policies, relevant programs, and effective actions to sustain and enhance fish and wildlife in desired locations and numbers. More than 2 billion acres of farm, forest, and rangelands in the United States, plus associated water and wetlands provide habitats for over 3,000 species of birds, mammals, fishes, reptiles, and amphibians. Fish and wildlife are important economic, aesthetic, ecological, educational, recreational, and scientific resources. They provide opportunity for hunting, commercial and sport fishing, trapping, and the countless aesthetic rewards of outdoor experiences. Collectively these pursuits have created significant employment opportunity and have generated an important outdoor recreation industry. Fish and wildlife have inherent value as components and indicators of healthy ecosystems. They often demonstrate how altered environments may effect changes in quality of life for humans. The U.S. Department of Agriculture recognizes an important role in the stewardship of the Nation's heritage of fish and wildlife for present and future generations.

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July 20, 1982

2 CANCELLATION

This memorandum supersedes Secretary's Memorandum No. 2019, dated July 8, 1980.

3 POLICY

It is the policy of the Department to assure that the values of fish and wildlife are recognized, and that their habitats, both terrestrial and aquatic, including wetlands, are recognized, and enhanced, where possible, as the Department carries out its overall missions.

The Department will support research and management programs that respond to the economic, ecological, educational, recreational, scientific and aesthetic values of fish and wildlife. A goal of the Department is to improve, where needed, fish and wildlife habitats, and to ensure the presence of diverse, native and desired non-native populations of wildlife, fish, and plant species, while fully considering other Department missions, resources, and services.

a Lands Administered by the Department

Lands administered by the Department include the National Forest System, managed by the Forest Service (FS), and relatively small experimental or research areas administered by FS, Agricultural Research Service (ARS), and Soil Conservation Service (SCS).

(1) National Forest Systems Lands:

Habitats for all existing native and desired non-native plants, fish, and wildlife species will be managed to maintain at least viable populations of such species. In achieving this objective, habitat must be provided for the number and distribution of reproductive individuals to ensure the continued existence of a species throughout its geographic range.

Habitat goals for threatened or endangered plants and animals, species with special habitat needs, species in demand for hunting, fishing, and trapping, and for other species as appropriate, will be established and

implemented. This will be accomplished through the Forest planning process in response to targets identified in the Forest and Rangeland Renewable Resources Planning Act (RPA) program and public issues and concerns brought up in the planning process, consistent with available resources. Habitat goals will be coordinated with State Comprehensive Plans developed cooperatively under Sikes Act authority and carried out in forest management plans with State cooperators. Monitoring activities will be conducted to determine results in meeting population and habitat goals.

Land and water management activities will integrate fish and wildlife habitat needs with other resources and programs and will, where possible, mitigate habitat losses, consistent with Forest Plan goals and objectives as developed in the planning process.

Research needed to accomplish these goals and objectives will be planned and carried out within FS research authorities.

- (2) Research, experimental, and other lands administered by ARS, FS, and SCS:

Consideration will be given to fish and wildlife and their habitats in developing programs for these lands. Alternatives that maintain or enhance fish and wildlife habitat should be promoted. When compatible with use objectives for the area, management alternatives which improve habitat will be selected.

b Private and Other Non-Federal Lands

Departmental agencies will provide research, educational, technical, and financial assistance to inform, encourage, and assist landowners to understand, apply, and improve management practices for fish and wildlife habitats on private and other non-Federal forest, range, and agricultural lands. Fish and wildlife are valuable products

of agricultural, forestry, and range management activities on private lands. The Department will work to achieve such recognition by private landowners and users.

Within its authorities, the Department will assist with the improvement of opportunities for recreational uses of fish and wildlife such as hunting, fishing, trapping, and viewing and will seek to protect or enhance the economic, ecological, educational, aesthetic, and scientific values of wildlife and fish on private lands when compatible with the landowners' objectives and in accordance with Federal, State, and local laws and ordinances.

c Wildlife Jurisdiction and State Cooperation

The U.S. Department of Agriculture recognizes the rights of the individual States to manage fish and wildlife populations under their jurisdictions. Departmental agencies will utilize their respective authorities to manage habitat on public lands, to assist landowners in managing habitat on private lands, and to encourage and assist the States, territories, and other Federal agencies in conducting resource inventories and evaluating the status and potential of fish and wildlife habitat.

d Threatened or Endangered Species

The Department will conduct its activities and programs to assist in the identification and recovery of threatened and endangered plant and animal species and to avoid actions which may cause a species to become threatened or endangered. In cooperation with the States, critical habitat and other habitats necessary for the conservation of threatened and endangered species on lands administered by the Department will be evaluated and measures prescribed to prevent its destruction or adverse modification. The Department will consult as necessary with the Departments of the Interior and/or Commerce on activities that may effect threatened and endangered species.

Agencies of the Department will not approve, fund or take any action that is likely to jeopardize the continued existence of threatened and endangered species or destroy any habitat necessary for their conservation unless exemption

is granted pursuant to subsection 7(h) of the Endangered Species Act of 1973, as amended. The Department will cooperate with other Federal and State agencies in carrying out this policy and will coordinate with the Secretaries of the Interior and Commerce in the administration of the Endangered Species Act and the animal and plant quarantine laws. However, nothing in this policy shall be construed as superseding or limiting in any manner the functions of the Department under the plant and animal quarantine laws.

The Department will enforce, to the fullest extent possible, the regulations, provisions, goals, and objectives of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere, and the Lacey Act, as amended, involving the importation and exportation of terrestrial plants.

e Economic Losses From Plant and Animal Pests

Programs of the Department will seek to alleviate damage by plant and animal pests to farm crops, livestock, poultry, forage, forest and urban trees, wildlife and their habitats. Departmental agencies, through management and research programs, will develop or assist in developing new techniques and methodologies for the prevention of damage to agricultural or forestry production. They also will strive to reduce potential depredation through improved management of USDA programs. Such techniques and considerations will be incorporated into appropriate management and education programs.

One goal is to minimize actual or potential conflicts between predators and livestock. Another goal is to reduce depredation on crops, poultry, livestock, forests, wildlife, other resources, and threats to human health, under registered control methods. When control is necessary, the offending animals will be removed as humanely and efficiently as possible, provided such action does not threaten the continued existence of any species.

On lands administered by the Department, direct predator and rodent damage control programs will be coordinated with other Federal and State agencies. The Department will coordinate with appropriate agencies of the Department of the Interior and with State agencies on predator-livestock research, extension-education programs, and on damage control activities.

In accordance with Executive Order 11987 (Introduction of Exotic Species), the Animal and Plant Health Inspection Service of the Department will cooperate with the Department of the Interior in development and implementation of appropriate procedures to restrict the introduction of undesirable exotic species into natural ecosystems.

The Department will promote the concept and use of integrated pest management practices in carrying out its responsibilities for pest control.

4 AUTHORITIES

Implementation of this policy will be developed in accordance with the processes established by the Farmland Protection Policy Act (7 U.S.C. 4201-4209) as added by the Agriculture and Food Act of 1981; the Forest and Rangeland Renewable Resources Planning Act of 1974 (RPA), as amended (16 U.S.C. 1600-1614); the National Forest Management Act of 1976 (16 U.S.C. 1600 et seq.); the Soil and Water Resources Conservation Act of 1977 (RCA), as amended (16 U.S.C. 2001-2009); the Renewable Resources Extension Act of 1978 (RREA) (16 U.S.C. 1671-1676); the Federal Land Policy and Management Act of 1976 (FLPMA) (43 U.S.C. 1701 et seq.); the Multiple Use and Sustained Yield Act of 1960 (16 U.S.C. 528 et. seq.); National Environmental Policy Act of 1969 (42 U.S.C. 4321 et. seq.); the Endangered Species Act of 1973, as amended, (16 U.S.C. 1531-1542); and other appropriate authorities.

5 RESPONSIBILITIES - IMPLEMENTATION AND COORDINATION

a The Secretary of Agriculture is responsible for:

- (1) Resolving issues and acting on recommendations raised to the Secretary's Policy and Coordination Council by the Department committees.

- (2) Raising unresolved issues and recommending actions to the appropriate Cabinet Council.

b The Natural Resources and Environment Committee (NRE) will:

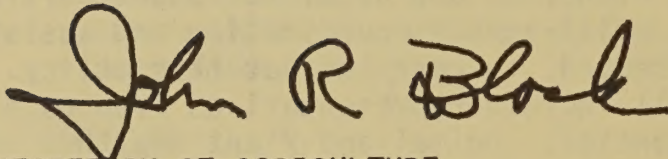
- (1) Coordinate efforts supportive of the objectives of this policy.
- (2) Utilize the USDA Food and Agriculture Councils in each State to ensure participation of State fish and wildlife agencies and other local interests.
- (3) Schedule reviews of each agency's procedure for implementation of the policies.
- (4) Establish a USDA Fisheries and Wildlife Issues Working Group to provide multi-agency coordination and assist the Committee, as directed, in carrying out this policy. The working group will include representatives from each of the following agencies: Animal and Plant Health Inspection Service, Agricultural Stabilization and Conservation Service, Agricultural Research Service, Cooperative State Research Service, Economic Research Service, Extension Service, Farmers Home Administration, Forest Service, Rural Electrification Administration, Soil Conservation Service, Office of the General Counsel, and Office of Budget, Planning and Analysis. The working group will be cochaired by the representatives of the Forest Service and the Extension Service. The Forest Service will provide core staff support for the work group.

c The Fisheries and Wildlife Issues Working Group will:

- (1) Monitor implementation of this policy, report inconsistencies and make recommendations to the NRE Committee on how to more efficiently carry out policy and improve agency coordination.
- (2) Coordinate with other Federal and State agencies in carrying out direction of the NRE Committee on issues addressed and maintain liaison with interest groups.

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- d Within 12 months of the date of this Secretary's Memorandum, each USDA agency will review programs that will be affected by this memorandum and make the necessary administrative changes to bring agency programs into compliance with its provisions.
- e Each USDA agency having programs that will be affected by this memorandum shall develop implementing procedures, consistent with any guidelines provided by the NRE Committee, and shall provide, to all offices of the agency, copies of this memorandum, Departmental guidelines, and agency procedures to implement the memorandum.



SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 30, 1982

SECRETARY'S MEMORANDUM 9500-4

Policy on Range

1 PURPOSE

The Nation's range resource includes about half the land area in the contiguous 48 States and large areas in Alaska and Hawaii. The USDA manages more than 102 million acres of publicly-owned range, and USDA programs influence the use and management of other Federal and 414 million acres of nonfederal range.

Rangelands provide the principal source of forage for the cattle and sheep operations on thousands of American farms and ranches. As human populations increase and demand for food and energy expand, the need for forage and the other range resources will increase.

In addition to supplying livestock forage, ranges provide minerals, water, recreation, wildlife and fish habitat and cover, as well as archeological, historical, and cultural amenities.

In recent years, progress has been made in improving the conditions and productivity of the Nation's rangeland. However, much remains to be done to sustain current levels and to meet anticipated demands.

This Memorandum sets forth Departmental policy relating to range resources and coordination of range activities among agencies of the USDA and other executive agencies, organizations, and individuals. It is in furtherance of USDA responsibilities mandated by the legislation identified in paragraph 5. Agencies of the Department affected by this Memorandum include APHIS, ARS, ASCS, CSRS, ERS, FmHA, FS, OICD, SCS, and SRS.

2 CANCELLATIONS

This Memorandum cancels and replaces Secretary's Memorandum No. 1999, dated October 25, 1979, "Statement of Range Policy."

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3 POLICY

It is USDA policy to implement programs to:

- a Protect and enhance range ecosystems.
- b Improve the productivity of soil, water, plant, livestock and wildlife resources of the Nation's rangelands.
- c Contribute to the social and economic well being of people and communities that depend on range for their livelihoods.
- d Support and strengthen national and international cooperation designed to improve range condition and productivity.
- e Provide continuing research and technology developments to enhance range conservation, range productivity, and optimum use of all range resources.
- f Provide continuing education and other technology transfer programs that improve livestock production on rangeland in balance with watershed management, wildlife and fish habitat, and other uses.
- g Emphasize cooperation and coordination among Federal, State, and local agencies, private organizations and institutions, and individuals in planning and executing range programs to benefit the Department's range constituency and to prevent duplication and overlap of duties in reaching interagency goals affecting range.
- h Provide technical, managerial, education, and other assistance programs for range owners, operators, and other users that will encourage the adoption and use of conservation practices that protect and enhance range resources.
- i Provide periodic inventories of the Nation's range resources that are useful to rangeland users, that are compatible among agencies, that are based upon sound economical and ecological principles, contain data which identify multiple-use opportunities, and are useful for protecting and enhancing range resources at the local, regional and National levels.

- j Manage the range resources of the National Forest System in an economically and ecologically sound manner, for multiple use, and for development and demonstration of effective range management.

4 ABBREVIATIONS

USDA	-	U.S. Department of Agriculture
NR&E	-	Natural Resources and Environment
FS	-	Forest Service
SCS	-	Soil Conservation Service
APHIS	-	Animal and Plant Health Inspection Service
FmHA	-	Farmers Home Administration
ASCS	-	Agricultural Stabilization and Conservation Service
ARS	-	Agricultural Research Service
CSRS	-	Cooperative State Research Service
ERS	-	Economic Research Service
ES	-	Extension Service
SRS	-	Statistical Reporting Service
OICD	-	Office of International Cooperation and Development

5 DEFINITIONS

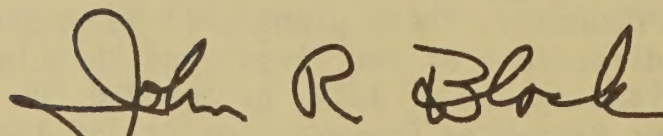
- a Range embraces rangelands and also many forest lands which support an understory or periodic cover of herbaceous or shrubby vegetation amenable to certain range management principles or practices.
- b Rangeland is land on which the native vegetation (climax or natural potential) is predominantly grasses, grass-like plants, forbs or shrubs suitable for grazing or browsing use. Rangelands include natural grassland, savannas, most deserts, tundra, alpine plant communities, coastal marshes, wet meadows and introduced plant communities managed like rangeland.

6 RESPONSIBILITIES

- a Plans of action to implement the policies of this Memorandum will be developed by affected agencies and will be subject to review by the NR&E Committee of the Secretary's Policy and Coordination Council. These plans will be prepared in accordance with directions of the Forest and Rangelands Renewable Resources Planning Act of 1974, as amended (PL 93-378); the Soil and Water Resources Conservation Act of 1977 (PL 95-192); the Renewable Resources Extension Act of 1978 (PL 95-306); Subtitle M - Rangeland Research of the Agriculture and Food Act of 1981; the Public Rangelands Improvement Act of 1978 (PL 95-514); and the Federal Land Policy and Management Act of 1976 (PL 94-579).

November 30, 1982

- b The NR&E Committee will provide Departmentwide leadership and will establish a Range Issues Working Group to help implement its range responsibilities.
- c The NR&E Committee will:
 - (1) Coordinate the range policies of affected USDA agencies.
 - (2) Provide a forum for formulating and assessing alternative range policies and procedures better to serve the missions of the various agencies within USDA and those of other executive agencies.
 - (3) Encourage and assist USDA agencies to develop liaison, as needed, with other executive agencies, public interest organizations, and professional societies.
 - (4) Coordinate with the Rangeland Research Board established by the Secretary pursuant to Subtitle M of the Agriculture and Food Act of 1981 and assist the Secretary in carrying out the purpose of this legislation.
 - (5) Provide the Secretary an annual status report of range issues under consideration, opportunities for improvement, and progress toward resolution.
- d Agency Compliance
 - (1) Each agency of USDA will maintain its policies and program direction in compliance with this Memorandum. Agency heads will assure that current range program activities are delineated and that range programs of each agency are known to the NR&E Committee.
 - (2) Rules, regulations, and other directives are to be written or revised as necessary to comply with this memorandum.


Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 19, 1988

SECRETARY'S MEMORANDUM 9600-1

ALTERNATIVE FARMING SYSTEMS

1 PURPOSE

The purpose of this memorandum is to state the Department's support for research and education programs and activities concerning "alternative farming systems," which is sometimes referred to as 'sustainable farming systems.'

2 BACKGROUND

Many of the Nation's farmers have experienced financial stress in the 80's due to the downturn in exports of farm products, commodity prices, and land values. The traditional solution of increased production will only further depress commodity prices. Also, farmers are under increased pressure to reduce non-point pollution from fertilizers and pesticides and reduce erosion. Alternative farming systems that decrease or optimize the use of purchased inputs and that can increase net cash returns to the farmer through decreased costs of production may effectively improve the competitive position of the farmer and decrease the potential for adverse environmental impacts.

3 DEFINITION

Alternative farming systems are defined here as alternatives to current farming systems that tend to have a high degree of specialization. The current systems emphasize high yields which are achieved by the use of major inputs of fertilizers, pesticides and other off-farm purchases. Alternative farming systems range from systems with only slightly reduced use of these inputs through the better use of soil tests, integrated pest management, and capital inputs to systems that seek to minimize their use through appropriate rotations, integration of livestock with crops, mechanical/biological weed control, and with less costly buildings and equipment.

4 POLICY

The Department encourages research and education programs and activities that provide farmers with a wide choice of cost effective farming systems including systems that minimize or optimize the use of purchased inputs and that minimize environmental hazards. The Department also encourages efforts to expand the use of such systems.

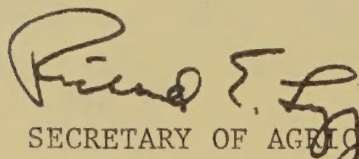
5 RESPONSIBILITIES

The Assistant Secretary for Science and Education is responsible for encouraging and guiding the development of research and extension programs that best meet farmers' needs for facts, information, and guidance concerning alternative farming systems.

Each agency head shall implement the programs for which the agency head is responsible in ways that are consistent with this policy on alternative farming systems. Activities involving more than one agency will be coordinated through the Department's Research and Education Committee.

6 TERMINATION

This memorandum shall terminate 1 year from the date hereof.


SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 16, 1989

SECRETARY'S MEMORANDUM 9600-2

ASSIGNMENT OF OFFICE OF AGRICULTURAL BIOTECHNOLOGY

1 BACKGROUND AND PURPOSE

The Office of Agricultural Biotechnology (OAB) was established July 14, 1986 by Secretary's Memorandum 1020-7 for the purpose of coordinating the Department's policies and procedures pertaining to all facets of agricultural biotechnology. Administrative responsibility for OAB was assigned to the Assistant Secretary for Science and Education. An unnumbered Secretary's Memorandum dated December 7, 1987, Coordination of USDA Biotechnology Functions, declared that "OAB will continue to have the primary responsibility for coordinating the Department's policies and procedures pertaining to all facets of agricultural biotechnology." That memorandum amended the previous memorandum by giving direct responsibility for coordination of USDA biotechnology programs to the Deputy Secretary of Agriculture.

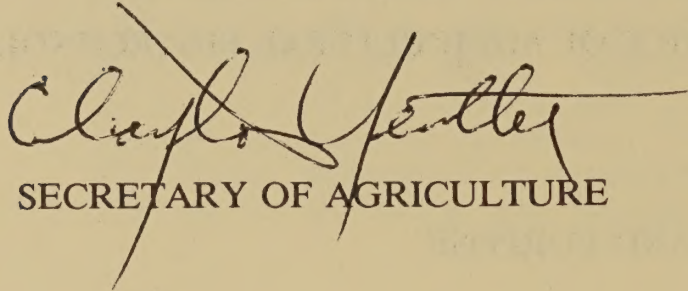
As research and development using the methods of biotechnology remains critically important to American agriculture, coordination of USDA's biotechnology programs is essential. OAB has been in existence for more than two years, and is now functioning in a manner which no longer requires day-to-day oversight by the Deputy Secretary. Therefore, the purpose of this Memorandum is to place responsibility for the Office of Agricultural Biotechnology with the Assistant Secretary for Science and Education.

2 ACTIONS ORDERED

The Office of Agricultural Biotechnology will continue to have the primary responsibility for coordinating the Department's policies and procedures pertaining to all facets of agricultural biotechnology. Effective immediately, the Director of OAB will report to the Assistant Secretary for Science and Education.

3 EXISTING DIRECTIVES

Prior delegations of authority, administrative regulations, and other directives not inconsistent with the provisions of this Memorandum remain in full force and effect. The issuance of this Memorandum has no budgetary impact.



SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 4, 1984

SECRETARY'S MEMORANDUM 9700-1

Women-Owned Businesses

1 PURPOSE

To emphasize and encourage Federal sector efforts that will improve government services to women business owners and assure equitable procurement opportunities.

2 RESPONSIBILITY

The President has established a National Initiative Program on Women's Business Ownership. One of the program's components is the White House Interagency Committee on Women's Business Enterprise. The Committee will promote, coordinate and monitor Federal sector efforts on behalf of women business owners.

The Department has been a strong advocate for women entrepreneurs interested in contracting opportunities with USDA. In Fiscal Year 1983, our women-owned business goal was \$17 million, and we achieved \$36 million, an increase of 211 percent over our projection. Each USDA agency with procurement authority is charged with the responsibility of continuing and furthering our efforts on behalf of women business owners.

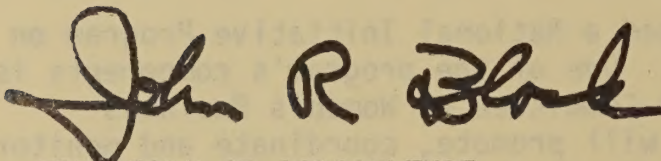
3 SCOPE

On June 20, 1983, the President stated "Small business is the gateway to opportunity for those who want a piece of the American dream. One of the most exciting trends in our country is the surge in numbers and size of women-owned businesses. Almost 3 million women-owned businesses bring about \$40 billion a year - a solid contribution to the health of our economy at every level of society." The President further directed the U.S. Small Business Administration (SBA) to develop and conduct conferences for women who are owners of their own businesses or hope to be in the future. SBA will sponsor 20 conferences in major cities throughout the country which have a large representation of women-owned businesses. Three successful conferences have already been completed.

April 4, 1984

4 SPECIAL INSTRUCTIONS

- a To comply with the President's initiative, I appointed the Deputy Assistant Secretary, Marketing and Inspection Services, as the Department's representative to the White House Interagency Committee on Women's Business Enterprise.
- b This Administration encourages all agencies to fully cooperate with SBA by participating in as many of the conferences as possible.
- c The Office of Small and Disadvantaged Business Utilization is coordinating the Department's effort at the conferences and will be contacting the agencies in the near future.
- d Your support of these conferences and the Department's women-owned business goals would be an excellent way to demonstrate agency backing for the President's initiative.



SECRETARY OF AGRICULTURE